

Robinson, Bradshaw & Hinson, P.A.

2021 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Allen Robertson, Managing Partner	White	Male	

Executive Committee

Total Number of Attorneys on Committee: 6

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	4	2	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	1	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2021 Vault Law Firm Diversity Survey

DEI Professional

Does the firm have a chief diversity officer, director of diversity, or other professional(s) leading the firm’s diversity, equity, and inclusion initiatives?

Yes

Name and Title

Angie Vincent-Hamacher, Co-Chair of Diversity, Equity & Inclusion Committee

Andy Tarr, Co-Chair of Diversity, Equity & Inclusion Committee

Megan Lindsay, Attorney Recruiting & Diversity Coordinator

DEI Committee

Does the firm have a diversity, equity, and inclusion committee or the equivalent?

Yes

In what year was the committee formed?

2006

Total Number of Attorneys on DEI Committee: **16**

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	8	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	1	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	5	6	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? **N/A**

Does the firm have a non-discrimination policy in the employee handbook or elsewhere in firm materials?

Yes

ATTORNEY DEMOGRAPHICS

Attorney Headcount

155 Total attorneys in U.S. offices

155 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

44 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	25	19	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	1	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	23	14	0	0
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Equity Partners

91 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	76	15	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	74	14	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Non-Equity Partners

0 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

Robinson Bradshaw has only a single tier of partnership. All "partners" are true equity partners.

U.S. Counsel / Of Counsel

19 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	15	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	14	4	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	1	0	0	0

U.S. Non-Partner-Track Attorneys

0 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Law Clerks

0 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Office Managing Partners

1 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2021 Vault Law Firm Diversity Survey

U.S. Hiring Committee

16 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	7	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	6	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

FORMAL PROCESSES AND GOALS

Metrics

Does the firm provide a formal means for attorneys to voluntarily disclose any of the following?

- Yes** Racial/ethnic identity
- Yes** Gender identity and gender expression
- Yes** Sexual orientation
- Yes** Disability

Measurement

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

Yes If yes, describe the firm’s targets:

The firm is seeking Mansfield Rule 5.0 certification with the goal of increasing diversity in firm leadership and senior recruitment. In connection with Mansfield certification, the firm has committed to consider at least 30% historically underrepresented lawyers in at least 70% of the Mansfield-measured categories during each certification year. The initial certification year will run from July 2021-2022, and the firm intends to be recertified each year thereafter.

Accountability

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

Yes

If yes, explain how the firm holds partners accountable for DEI achievements?

The firm does not compensate its shareholders based on an evaluation of any particular metric, such as billable hours, revenue generation, or origination credits. The firm considers a number of relevant factors when evaluating a shareholder's contributions over time for purposes of determining compensation, including the shareholder's contributions to firm management and development of our attorneys. A shareholder's specific contributions with respect to diversity, equity, and inclusion may be recognized as a component of the shareholder's contributions to firm management and/or development of our attorneys.

DEI Training

Which of the following steps has the firm undertaken to bolster diversity, equity, and inclusion awareness among attorneys and staff

- No** Provides annual DEI training that addresses implicit bias for all attorneys
- No** Provides annual DEI training that addresses implicit bias for all attorneys and staff
- Yes** Provides DEI training specifically for firm leadership/managers/department chairs
- No** Includes DEI training in on-boarding process for new associates and/or summer associates
- Yes** Retained a DEI consultant to conduct a

If applicable, describe any other initiatives taken:

RECRUITMENT AND HIRING

HBCUs

Does the firm recruit at law schools of Historically Black Colleges and Universities (HBCUs)?

Yes

If yes, which HBCUs does the firm hire from?

NCCU and Howard

Law Schools

Does the firm recruit at any other law schools specifically for diversity purposes, such as institutions with significant populations of students of color? (Note that we are looking for intentional recruiting efforts to broaden the pool of applicants and extend more opportunities to diverse students.)

Yes

If yes, which law schools does the firm recruit at specifically for diversity purposes?

Emory, Georgetown, Columbia, Yale, Cornell, and Florida State

Scholarships

Does the firm offer scholarships, internships, or fellowships to diverse law students?

Yes

If yes, provide the following:

Description, opportunities available, and link	Number awarded in 2020
Scholarships	

Link:

Internships

The firm participates in the Charlotte Legal Diversity Clerkship program since its inception in 2006 and have been heavily involved in the program since its inception. The CLDC program operates with one basic goal: to improve diversity in the Mecklenburg County Bar by attracting top first-year law students with diverse backgrounds to Charlotte through corporate and law firm summer internships. Adam Doerr, the co-chair of our Recruiting Committee, served as co-chair of this program in 2017-18. Our participation and involvement in the CLDC has resulted in the firm hiring diverse associates. Link:
<https://www.meckbar.org/?pg=charlottelegaldiversityclerkship>

1

Fellowships

Our firm established the Robinson Bradshaw Diversity Fellowship to promote diversity within our firm and the legal community. This fellowship is available to law students from underrepresented populations and offers up to \$25,000 in scholarship funds, a paid clerkship in our summer program and the opportunity to participate in an enrichment experience of the fellow's choosing. Link:
<https://www.robinsonbradshaw.com/careers-diversity.html>

0

Career Fairs

Does the firm participate in legal diversity career fairs?

Yes

If yes, list the diversity career fairs in which the firm participates

Southeastern Minority Job Fair, Mid-Atlantic BLSA Job Fair, Southeast Regional BLSA Job Fair

Combating Implicit Bias

What steps has the firm taken to combat implicit bias in recruiting (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

We engaged an outside consultant to assist with review and evaluation of our recruiting and hiring practices. The goal was to assist with making those practices more objective in order to counter implicit bias and other potential barriers for diverse candidates (even if unintended). As a result of that engagement, we now provide specific interview and evaluation training for attorneys to provide them with tangible skills to address implicit bias and teach them to identify and evaluate the core competencies we are seeking in our candidates. An objective of this training is to ensure we provide diverse candidates with equal opportunities in our recruiting and hiring processes.

Summer Associates

In what ways does the firm support diverse summer associates (e.g., mentoring, training, events, etc.)?

We connect diverse summer associates with the firm affinity groups, provide direct access to members of our DEI committee and firm leadership, provide a Q&A session with members of our DEI committee, provide each summer associate two mentors, and solicit feedback from our Lawyers of Color affinity group regarding scheduled summer programming to ensure events are inclusive. As a participant in the Mecklenburg County Bar's Charlotte Legal Diversity Clerkship (CLDC) program, our entire summer class has opportunities to join educational programs coordinated through the CLDC program. Our affinity groups host a number of events for our diverse and women summer associates as well.

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

1 Total 1L summer associates at the firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	1	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

We hire a very limited number of 1L summer associates. In 2020, we hired one 1L, and in 2021 we hired three 1L summer associates.

Diversity Program Participants

If applicable, how many of the law students who participated in the firm's 1L summer associate program in 2020 were hired through the firm's diversity scholarship/internship/fellowship program?

1

2021 Vault Law Firm Diversity Survey

2L Summer Associates

Did the firm hold a 2L summer program in 2020? **Yes**

12 Total 2L Summer Associates at the Firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	10	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	7	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Received Offers

12 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	10	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	7	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Accepted Offers

8 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	7	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	6	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

0

Diversity Program Participants

How many of the law students who participated in the firm’s 2L summer associate program in 2020 were hired through the firm’s diversity scholarship/internship/fellowship program?

2

New Attorneys Hired

12 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	8	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

Mandatory Arbitration

No Does the firm require associates to agree to mandatory arbitration as a condition of employment?

N/A Does the requirement also apply to summer associates?

If yes to mandatory arbitration, elaborate on mandatory arbitration provisions:

CULTURE AND COMMUNITY

Affinity Groups

Does the firm have internal affinity groups or networks?

Yes

If yes, list the firm's affinity groups:

The Robinson Bradshaw Women's Initiative and the Robinson Bradshaw Lawyers of Color

Affinity Groups Cont'd

What kind of support does the firm provide for its affinity groups or networks?

Affinity groups are supported by the firm's Diversity, Equity and Inclusion Committee and Attorney Recruiting and Diversity Coordinator. The affinity groups have access to the firm's DEI budget to implement programming and initiatives.

DEI Events

Does the firm host DE&I retreats or conferences? **No**

Does firm leadership attend these events?

If applicable, provide more detail on the firms DE&I events:

N/A

Reverse Mentoring

Does the firm offer reverse mentoring, pairing senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

Yes

If applicable, elaborate on the firm's reverse mentoring program:

The firm does not have a formal "reverse mentoring program" but we connect senior attorneys with junior attorneys in our formal mentoring program and through an established lunch ladder program as a means to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture.

Associate Committee

Does the firm have an associate committee that consults with the partnership?

No

If applicable, describe how the associate committee engages with the partnership:

Combating Structural Racism

Is the firm a member of the Law Firm Antiracism Alliance (LFAA)? **No**

Cultural Awareness

How does the firm commemorate important dates honoring diversity?

The firm recognizes floating holidays, including Juneteenth, Orthodox Easter, Eid al-Fitr, Hanukkah and Kwanzaa, and allows all lawyers and staff to utilize these holidays. Our affinity groups host internal events to recognize Black History Month and Women’s History Month. The firm is also a sponsor of the annual YMCA MLK Holiday Breakfast benefitting the McCrorey YMCA. Since 1993, the annual event has engaged a diverse audience of Charlotteans who come together to honor Dr. King’s spirit of service. The celebration features nationally acclaimed keynote speakers who interact and promote thoughtful, socially-conscious discussion among business professionals, civic leaders and service-minded citizens.

NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT

Mentoring & Sponsorship

Does the firm offer a mentorship or sponsorship program that connects diverse attorneys with senior leadership?

Yes

If applicable, describe the mentoring or sponsorship program

The firm has a formal mentoring program with an assigned partner to manage it. Each associate is assigned a partner and associate mentor. We also have established a Lateral Liaison Initiative to assist lateral attorneys with integration within firm, social onboarding, work allocation and other challenges unique to laterals. Senior leadership participate in these programs as both mentors and lateral liaisons and all new attorneys are thoughtfully matched with mentors and lateral liaisons. Diverse attorneys also participate, along with most firm attorneys, in our multi-generational "lunch ladder" program on a monthly basis to facilitate relationship-building among attorneys. Although we have a formal mentoring program, we encourage and expect all partners to provide informal mentoring to our associates.

Professional Development

Does the firm offer professional development programs specifically for diverse attorneys?

Yes

If applicable, elaborate on the professional development programs available to diverse attorneys:

In 2016, we joined the Leadership Council on Legal Diversity, a national membership organization of corporate general counsel and law firm managing partners founded on the premise that solving the legal profession's diversity challenges requires support from its top leaders. Our participation in the LCLD gives our diverse attorneys opportunities to participate in the organization's Pathfinder and Fellows Programs, which help diverse early and mid-career attorneys build leadership and networking skills. Annually, we have one diverse lawyer participating in each program.

Work Allocation

Does the firm monitor work distribution to ensure that diverse attorneys have equal access to quality assignments and significant client matters?

Yes

Describe how the firm monitors work distribution

The firm assigns associates to departments (corporate, litigation, tax and real estate), rather than to smaller practice groups. The firm has designated a partner in each department to serve as the associate work coordinator for associates in that department. Those partners are charged with monitoring associate work assignments and work allocation to ensure that all lawyers are provided with equal access and opportunities for training, development, and promotion.

External Professional & Business Development Opportunities

Does the firm support associate involvement in external activities related to diversity, equity, and inclusion, such as the following?

- Yes** Pays for associate membership in diversity bar associations or other affinity organizations
- Yes** Sponsors associate participation in diversity, equity, and inclusion conferences
- Yes** Supports associate participation in other external DEI-related activities, events, or organizations (please describe):

PROMOTION AND ADVANCEMENT

Countering Implicit Bias

Has the firm implemented processes to mitigate implicit bias in work allocation, performance reviews, and/or promotions?

Yes

If applicable, describe the firm's initiatives to mitigate implicit bias

The firm revised its associate review process in 2020 to incorporate specific performance criteria related to legal skills and core competencies of associates. The purpose of these process revisions was to solicit specific performance review feedback for all associates and to mitigate implicit bias in the performance review process. The core competencies upon which we review associates are the same core competencies we consider when interviewing and considering candidates and were developed through the engagement of an outside consultant. We shared the updated evaluation criteria with associates. We provided partners with training on best practices for performance reviews, including awareness and mitigation of implicit bias.

Upward Reviews

Does the performance review process include the opportunity for associates to provide anonymous upward reviews?

No

If applicable, describe the firm's initiatives to mitigate implicit bias

Diverse Slate of Candidates

Does the firm employ any of the following measures to ensure that a diverse slate of candidates is considered for promotions, leadership roles, or hiring?

- No** The firm is Mansfield Certified
- No** The firm is Mansfield Certified Plus
- Yes** The firm is currently participating in the Mansfield Rule certification process administered by Diversity Lab
- No** The firm has instituted other formal processes (please describe):

Multi-tier Partnership

Does the firm have a multi-tiered partnership? **No**

Alternatives to Partnership

Does the firm have a multi-tiered partnership? **Yes**

If applicable, describe the alternatives to partnership:

On an individual basis, the firm hires lawyers on an of counsel basis. Lawyers hired of counsel may or may not be on a partner track, depending on the individual circumstances. On a limited basis, the firm also offers and may come to a mutual agreement with an associate to move to an of counsel position as a non-partner track alternative to enable the attorney to remain with the firm long term as a non-partner.

2021 Vault Law Firm Diversity Survey

Homegrown Partners

Please provide the percentage of equity partners at the firm as of December 31, 2020 who started as associates at the firm.

82%

Promotions to Partnership

3 Total Number of Attorneys Promoted to Partner in 2020 (includes promotions effective in 2020, not announced in 2020)

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	2	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

BILLABLE HOURS AND COMPENSATION

Credit for DEI Work

Does the firm provide billable credit for work contributing to diversity, equity, and inclusion efforts (e.g., with respect to recruiting or business development)? Note that this does not include pro bono projects.

N/A (firm has no billable requirement)

If so, how many hours can be applied to the firm’s billable hour target?

N/A

Compensation

Are associate salaries lockstep or discretionary?

Lockstep

Bonuses

Are associate bonuses lockstep or discretionary?

Lockstep

If salaries and/or bonuses are discretionary or hybrid: Does the firm publish compensation ranges or actual compensation for each associate?

N/A

Flex-time Policy

Does the firm have a formal flex-time policy?

Yes

Reduced-hours Policy

Does the firm have a formal reduced-hours policy?

Yes

Partnership Eligibility

Do attorneys who take advantage of the firm's reduced-hours or flex-time options remain eligible for partnership?

Yes

Please explain how working an alternative schedule may affect an associate's path to partnership:

Associates who are utilizing reduced hours or flex time schedules remain eligible for partnership. Any associate's progression to partnership is based on a number of factors, including their work experiences and contributions during their tenure at the firm. An associate's utilization of reduced hours or flex time schedule may be a relevant, but not determinative, factor as to the timing of their progression to partnership. In fact, the firm has promoted associates utilizing a reduced schedule or flex-time option to partner "on time."

Attorneys Working Reduced Hours

11 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	0	0	0	0
Equity Partners	0	3	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	7	1	0	0
Non-Partner-Track Attorneys	0	0	0	0

WORKING PARENTS

Family-planning Resources

Does the firm offer any fertility or family-planning benefits, such as in-vitro fertilization, egg freezing, adoption or surrogacy support
Yes

If applicable, describe the family-planning resources available:

Infertility services are available to covered Employee and covered Spouse only. Benefits are limited to a Lifetime maximum of \$25,000. Covered Charges include, but are not limited to the following Infertility services:

- diagnostic testing to determine the cause of Infertility;
- medical services to correct the cause of the Infertility;
- in vitro fertilization;
- gamete intrafallopian transfer (GIFT);
- zygote intrafallopian transfert (ZIFT); and
- artificial insemination; however, costs for donor services, including donor sperm, are not covered.

Parental Leave for Adoption

Does the firm offer parental leave for adoption?

Yes

If yes, is the adoption leave gender neutral?

Yes

Primary & Secondary Caregivers

Does the firm offer parental leave for adoption?

No

If yes: In what way does the firm's policy distinguish between primary and secondary caregivers?

N/A

If yes: How much paid leave is available to primary caregivers?

N/A

If yes: How much paid leave is available to secondary caregivers?

N/A

If no: How much paid leave is available to those taking parental leave?

N/A

Parental Leave Policy

Describe the firm's parental leave policy.

After one year of employment, the firm provides all attorneys with six weeks of paid parental leave upon the birth or new adoption of a child and, in the case of a new adoption, additional paid adoption leave is available for all parents. In addition to paid parental leave, after one year of employment, salary continuation is available for pregnancy-related disability leave, which is typically 10 weeks unless additional disability leave is required. As well, additional unpaid parental leave can be available for all parents under the firm's policies. In total, up to 24 weeks of combined paid and unpaid leave can be available for any parent upon the birth or new adoption of a child.

Support for Parents

What steps has the firm taken to support parents and ensure that their parental status does not adversely affect their opportunities for career advancement?

- No** Pro rates billable requirements / credit / bonus targets for parents who take leave
- Yes** Provides resources for nursing mothers, such as private nursing rooms, breast milk storage, or breast milk shipping
- Yes** Offers child care resources, such as onsite day care, back-up child care, etc.
- No** Provides programs to assist new parents transitioning to leave and/or returning to work after leave (e.g., ramp up/ramp down, flexible hours, Mindful Return)

Feel free to elaborate on the nature of programs and resources the firm makes available to parents.

We do not have billable hour requirements for any attorneys; attorneys taking parental leave are expected to coordinate with their mentor, associate work coordinator and/or department administrator to adjust their work load as needed prior to and immediately after parental leave. For nursing mothers, we provide locked private rooms with refrigerators and we also install locks on attorney offices as needed for nursing mothers. We pay the cost of access to Care.com for backup childcare needs. Our firm's approach to attorneys managing their own day-to-day schedules with the exercise of professional judgment, attorneys have flexibility to manage childcare situations that may arise while also attending to firm and client needs. Our EAP also includes assistance with childcare, tutoring and other needs. During the pandemic, the firm created working parent support groups organized by the age of children to provide forums for attorneys to share experiences, exchange ideas and support one another.

INCLUSIVENESS AND ACCESSIBILITY

Equity in Benefits

Do the firm's health care benefits, family leave, and bereavement leave include same-sex spouses and domestic partners?

Yes

LGBTQ+ Inclusivity

What steps has the firm taken to create an inclusive environment for transgender and gender non-conforming individuals?

No Provides gender-neutral restrooms/facilities

Yes Offers health insurance plans that provide equitable benefits for transgender employees and dependents

Yes Provides an opportunity for employees to share preferred pronouns

Yes Uses gender-neutral pronouns in its policies and materials

Yes Non-discrimination policy explicitly includes "gender identity and expression" as a protected category

Yes Other (please elaborate):

Allows employees to include preferred gender pronouns in firm email signature blocks and website bios.

Accessibility

What steps has the firm taken to create an inclusive environment for attorneys with disabilities?

Yes Has evaluated and addressed issues of accessibility in firm buildings, workspaces, and parking facilities

Yes Has a clear and well-communicated process for attorneys to request accommodations or raise other workplace concerns

Yes Non-discrimination policy explicitly includes "disability" as a protected category

No Other (please elaborate):

ATTRITION

Departures among U.S. Associates

2 Total Number of Departures among Associates in 2020:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

Departures among U.S. Partners

0 Total Number of Departures among U.S. Partners in 2020:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

0

Departures among U.S. Counsel / Of Counsel and Non-Partner-Track Attorneys

0 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

SUCCESSES AND PRIORITIES

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#1

We believe that the makeup of our firm leadership demonstrates the firm's longer-term achievements fostering diversity, equity and inclusion within the firm, while our more recent hiring successes reflect our continued focus on improving diversity at the firm. A number of diverse and female attorneys hold leadership roles within the firm, including as members of our board of directors (40% female; 20% diverse), general counsel, department chairs, practice group leaders and firm committee chairs. These leadership roles are filled through either election by the partnership or through appointment by the board of directors and reflect the partnership's support of these diverse and female attorneys. Our incoming 2021 new associate class is 75% female and 13% diverse, the 2021 summer associate class is 57% female and 36% diverse, and our 2021 lateral hires to date include seven female and two diverse lawyers.

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#2

Over the past four years, we have made meaningful changes to both our interviewing and associate performance review processes with the goal of mitigating implicit bias in those processes and providing all candidates and associates, including those who are diverse, with equal opportunities and meaningful feedback. With the help of an outside consultant, the firm developed and defined a set of core competencies that we are seeking in our candidates and expect of our associates. The consultant provided specific interview and evaluation training to attorneys to provide them with tangible skills to address implicit bias in the interviewing process and to teach them to identify and evaluate the core competencies we are seeking in our candidates. We share the defined core competencies with new associates and laterals so all firm lawyers understand the shared vocabulary and expectations. We have also incorporated the core competencies into our improved associate performance review process and provided training to our partners about best practices for effective performance reviews and mitigating implicit bias in that process.

2021 Vault Law Firm Diversity Survey

Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#3

In 2020 and 2021, the firm has taken a number of tangible steps to foster improved diversity, equity and inclusion at the firm. We view these actions as individual and collective successes toward our DEI goals: In early 2021, the DEI Committee charter was modified to address equity and diversity with more intentionality and specificity, and the Committee was renamed the Diversity, Equity and Inclusion Committee consistent with the updated charter. The committee's charter is available on the firm's intranet. Prior to the name change, members of the committee participated in an equity training called "Developing an Equity Framework" to create a shared vocabulary and understanding of the concept of equity, and the DEI committee is now overseeing equity training for firm leadership. The firm also added a diverse staff member as a member of the DEI Committee. In late 2020, all firm lawyers and staff participated in a presentation designed by The Levine Museum of the New South, entitled "Promises Unfulfilled," that provided a historical overview of the period in the United States from the start of the Civil Rights movement to Black Lives Matter. In early 2021, the firm expanded floating holidays for lawyers and staff to include Juneteenth, Orthodox Easter, Eid al-Fitr, Hanukkah, and Kwanzaa and the firm also began permitting employees to include their gender pronouns in the firm email signature blocks. In 2021, we established the Robinson Bradshaw Diversity Fellowship, which is available to law students from underrepresented populations and offers up to \$25,000 in scholarship funds, a paid clerkship in our summer program and the opportunity to participate in an enrichment experience of the Fellow's choosing. We awarded Fellowships to two diverse 1L students. Many of these 2020 and 2021 successes, as well as the priorities outlined below, are the result of the board of directors' approval of recommendations from the firm's Racial Justice Task Force, which was established by the board in June 2020 in the wake of the killing of George Floyd to (1) heighten internal awareness of the need for racial justice and the importance of fostering diversity and inclusion in both our firm and the legal profession to help address that need, and (2) promote racial justice in our local communities and our nation.

2021 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#1

The firm seeks to increase the representation of historically underrepresented lawyers in the candidate pools considered for firm leadership positions, senior lateral hires and business development opportunities. The firm will do this by tracking and measuring the pool of candidates considered for those opportunities and positions and by improving transparency within the firm as it relates to internal firm positions. We will work to accomplish these goals by participating in the Mansfield Rule 5.0 certification process. The certification year runs from July 2021-2022. Through the certification process we will track and measure our efforts on these initiatives, make periodic reports toward certification, and share in DE&I best practice exchanges with the other participating law firms.

2021 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#2

We plan to conduct a cultural assessment of our firm processes and efforts toward equity, diversity and inclusion. Our goal is to improve the recruitment, retention, and advancement of diverse and women attorneys. To that end, we have retained a diversity consultant and that partnership will formally begin at the start of the third quarter.

2021 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm's top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#3

The firm believes it is important to create an equity vocabulary among firm leadership in order to have a shared understanding of what equity means at our firm and in our community. In fall 2021, we will provide leadership training through Equity Impact Circles (EICs); EICs are a tool used to increase both the understanding and advancement of equity in the Charlotte community. Using TED Talks and other content as a jumping-off point, participants learn to exchange perspectives, ask questions, and articulate ideas. EICs are intended to support people to learn and use a common "equity vocabulary," help them develop an "equity lens" to analyze community issues, and guide them toward action. Groups of 8-12 people gather over 5-6 weeks to develop and strengthen relationships, and engage in deepening dialogue about equity in our community and firm.

ADVICE TO CANDIDATES

Advice

What advice do you have for candidates who are looking for a diverse and inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to diversity, equity, and inclusion?

o Students should educate themselves about the hiring process, and ask about the core qualities the firm is looking for in its summer associates. A firm should be able to articulate the specific attributes they want in associates, and it will help you determine whether the firm fosters an inclusive, supportive environment.

o Ask questions to uncover specific diversity successes. Every law firm website will include language about being committed to diversity, equity and inclusion, so we recommend asking probing questions to get specific examples of when the firm has supported and seen the success of attorneys of color and LGBTQ+ attorneys.

o We suggest students be thoughtful when interviewing firms in respect to their diversity, equity, and inclusion efforts. A few questions that should receive solid responses are:

- Who participates in your firm's Diversity, Equity, and Inclusion Committee? Is there representation from all members of the firm (staff, associates, lateral attorneys, and partners)? Do members of the Diversity and Inclusion committee also sit on the executive committee or Board of Directors? If not, how does the committee ensure firm management is directly involved in those conversations?

- How did your firm respond to COVID-19? Did you transition to a remote environment? Did you lay anyone off during the pandemic? What support did you provide attorneys who were at home with young children? How did you provide support for all attorneys, particularly new attorneys who joined the firm during the pandemic? Did you cancel your 2020 summer program, or how did you pivot to a virtual platform?

- How did your firm respond to the social unrest the country faced in summer 2020? How did you support your diverse employees during this time?

- How did your firm respond to the Great Recession of 2009-2011?

- Describe the culture of your firm. What professional development opportunities are available to diverse and women lawyers? Is there open communication between the youngest members of the firm and the most senior?