

Reed Smith LLP

2021 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Alexander (Sandy) Thomas	White	Male	

Executive Committee

Total Number of Attorneys on Committee: 16

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	10	6	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	2	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	8	5	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

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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
John Iino, Director of Diversity, Equity & Inclusion
Iveliz Crespo, Global Diversity, Equity & Inclusion Advisor
Jill Banks, Diversity Equity & Inclusion Data Administrator and Brand Manager
Erica Baldwin, Diversity Equity & Inclusion Administrative Assistant

DEI Committee

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

Yes

In what year was the committee formed?

2001

Total Number of Attorneys on DEI Committee: 35

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	15	20	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	7	0	0
Black or African-American	2	6	0	0
Hispanic or Latinx	4	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	8	5	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	4	2	0	0
LGBTQ+ Individuals	3	1	0	0
Individuals with Disabilities	1	1	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

1,117 Total attorneys in U.S. offices

1,738 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

438 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	208	228	2	0
American Indian or Alaska Native	0	0	0	0
Asian	12	31	0	0
Black or African-American	11	16	0	0
Hispanic or Latinx	14	18	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	166	153	1	0
Two or More Races	5	10	1	0
Other or Unknown	0	0	0	0
Additional Demographics	24	17	4	0
LGBTQ+ Individuals	15	7	2	0
Individuals with Disabilities	9	10	2	0

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U.S. Equity Partners

190 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	149	41	0	0
American Indian or Alaska Native	0	0	0	0
Asian	6	4	0	0
Black or African-American	6	1	0	0
Hispanic or Latinx	6	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	131	36	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	8	3	0	0
LGBTQ+ Individuals	4	1	0	0
Individuals with Disabilities	4	2	0	0

U.S. Non-Equity Partners

278 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	202	76	0	0
American Indian or Alaska Native	0	0	0	0
Asian	12	8	0	0
Black or African-American	5	5	0	0
Hispanic or Latinx	10	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	168	56	0	0
Two or More Races	6	3	0	0
Other or Unknown	1	0	0	0
Additional Demographics	19	2	0	0
LGBTQ+ Individuals	6	0	0	0
Individuals with Disabilities	13	2	0	0

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U.S. Counsel / Of Counsel

111 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	68	43	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	5	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	4	4	0	0
Native Hawaiian or Other Pacific Islander	1	0	0	0
White	58	33	0	0
Two or More Races	3	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	3	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	3	1	0	0

U.S. Non-Partner-Track Attorneys

100 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	63	37	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	3	0	0
Black or African-American	3	2	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	56	29	0	0
Two or More Races	1	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	5	0	0
LGBTQ+ Individuals	2	3	0	0
Individuals with Disabilities	0	2	0	0

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U.S. Law Clerks

2 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	1	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	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	1	0	0
LGBTQ+ Individuals	0	1	0	0
Individuals with Disabilities	0	0	0	0

U.S. Office Managing Partners

18 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	14	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	1	0	0
Black or African-American	2	0	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	0	0	0
LGBTQ+ Individuals	2	0	0	0
Individuals with Disabilities	0	0	0	0

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U.S. Hiring Committee

0 Total U.S. Hiring Committee 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

Not a current practice/committee at the firm

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:

Mansfield Certification

As one of a select few firms to have adopted the Mansfield Rule, Reed Smith is devoted to expanding the representation of LGBTQ+ lawyers, lawyers of color, and women lawyers in its leadership by broadening the pool of candidates considered for promotion. We currently hold Mansfield 3.0+ certification, which is awarded to firms that have reached at least 30 percent diverse lawyers representation in leadership positions.

We believe that our adherence to the Mansfield Rule has given us access to a broader pool of candidates, as well as bringing forward candidates who, although perhaps not quite ready for such positions, have the ability and potential to be prepared for them in the near future. Reed Smith is also proud to sit on the advisory committee for the Mansfield Rule’s upcoming expansion to the UK.

Reed Smith is currently working to achieve Mansfield 4.0 Certification.

REAP targets

As part of our Racial Equality Action Plan (REAP), Reed Smith has developed specific targets to improve the representation of Black lawyers and other Black professionals at the firm:

- *Recruiting – Achieve a 50 percent increase of Black lawyers across Reed Smith by 2024. The firm will take a strategic approach to lateral recruiting, to aggressively grow the number of Black lawyers in our business. Additionally, the firm will expand the field of law schools it targets, actively engaging with Black law school association chapters and school administrations, and working with clients to vet and recruit legal talent.*
- *Retention – Improve Black lawyer and staff attrition rates consistent with firm-wide attrition rate by 2024. To ensure that Black lawyers and staff are afforded the opportunities they need to succeed, Reed Smith will institute a work allocation program to track the distribution of complex, high-value, high-visibility client work and put in place processes that ensure work is distributed consistently across the firm. Furthermore, the firm will enhance its extensive training and development programs focused on law firm economics, the path to partnership and client / business development – key elements for successful careers in large law firms. Finally, Reed Smith will examine its compensation structure to ensure that gaps in credit allocation – a longstanding issue among Black lawyers across much of Big Law – are corrected, and that promotions are made with intentionality toward desired results.*
- *Leadership – Increase percentage of Black leadership in the firm 30 percent by 2024. Reed Smith is committed to increasing the representation of Black lawyers across all areas of firm leadership, be it as office managing partners, practice group leaders, or other firm management roles. Additionally, it will increase the representation of Black staff in managerial roles across all administrative functions in the firm. To ensure that Black lawyers and staff are well-positioned to assume leadership roles, the firm will: (1) engage with leading universities and executive leadership organizations for management training and development programs; and (2) develop a*

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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?

PGLs and OMPs are provided with quarterly diversity statistics for their practice group and office. Quarterly statistics are also shared with all PGLs and OMPs so they can see how their diversity statistics compare to other groups and how their statistics have changed over the past year. Commitment to Diversity, Equity & Inclusion is also taken into consideration during the partner evaluation and compensation process.

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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
- Yes** 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?

Southern University Law Center

University of the District of Columbia Law School

Florida A&M Law School

Texas Southern University Thurgood Marshall Law School

North Carolina Central University Law School

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?

This is our goal at all law schools where we recruit for on-campus interviews and resume collects.

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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	
<i>Deborah J. Broyles Diverse Scholars Program Link:</i> https://www.reedsmith.com/en/careers/general/diversity-initiatives	

Internships

Link:

Fellowships

•LCLD Scholars Program – 1Ls •McKesson 1L Diversity Fellowship •Citizens Financial Group 1L Diversity Fellowship •BNY Mellon 2L Diversity Fellowship Philadelphia Diversity Law Group – 1L Link:
<https://www.reedsmith.com/en/careers/general/diversity-initiatives>

Career Fairs

Does the firm participate in legal diversity career fairs?

Yes

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

Lavender Law Fair, Philadelphia Area Diversity Job Fair, Chicago Area Diversity 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.)?

Interviewer training for all attorneys, implementing behavioral based interview questions at both OCI and callbacks

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Summer Associates

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

We offer mentoring opportunities through our Business Inclusion Groups (BIGs) and DEI training and events throughout the summer.

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1L Summer Associates

Does the firm hire 1L summer associates?

Yes

13 Total 1L summer associates at the firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	5	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	4	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	3	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	0	0	0
LGBTQ+ Individuals	2	0	0	0
Individuals with Disabilities	0	0	0	0

8 Women - 5 Men

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?

13

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2L Summer Associates

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

59 Total 2L Summer Associates at the Firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	30	29	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	5	0	0
Black or African-American	4	2	0	0
Hispanic or Latinx	3	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	19	19	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	4	0	0
LGBTQ+ Individuals	3	4	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Received Offers

58 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	29	28	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	5	0	0
Black or African-American	4	2	0	0
Hispanic or Latinx	3	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	18	18	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	4	0	0
LGBTQ+ Individuals	3	4	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Accepted Offers

56 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	28	28	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	5	0	0
Black or African-American	4	2	0	0
Hispanic or Latinx	3	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	18	18	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	4	0	0
LGBTQ+ Individuals	3	4	0	0
Individuals with Disabilities	0	0	0	0

0

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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?

7

New Attorneys Hired

55 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	30	24	1	0
American Indian or Alaska Native	0	0	0	0
Asian	2	3	0	0
Black or African-American	0	2	0	0
Hispanic or Latinx	4	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	23	15	1	0
Two or More Races	1	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	4	4	2	0
LGBTQ+ Individuals	1	3	1	0
Individuals with Disabilities	3	1	1	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:

- STAARS Black-African American Business Inclusion Group
- LEADRS Disability Business Inclusion Group
- UNIDOS Hispanic Latinx Business Inclusion Group
- PRISM LGBTQ+ Business Inclusion Group
- Mental Health Task Force
- Multicultural Network
- RS Vets Veterans Business Inclusion Group

Women's initiative network (WINRS)

WINRS is our global community designed and dedicated to ensuring support and equal opportunities for all of our women attorneys, throughout the entire arc of their careers. Through WINRS, we have seen an increase in the number of women lawyers at the firm by 15 percent and we have distinguished ourselves by being an industry leader in advancing and supporting our women lawyers. WINRS engages in numerous internal activities in areas that include career and business development and advancement, work-life balance, and wellness. The PipelineRS initiative supports and empowers women lawyers to position themselves for promotion to partner; the ReturnRS program supports working parents before, during and after a leave of absence; and mentorship aids senior women associates on the path to partnership. We offer business development grants to women for specific business-generating ideas. Reed Smith also partners with various organizations to provide workshops and other development opportunities to our female lawyers. We continue to be recognized, year after year, for such efforts and have received the highest awards and accolades for the advancement of women in the legal sector.

Business Inclusion Groups (BIGs)

Our BIGs provide our U.S. professional staff and lawyers with the opportunity to work together toward common professional goals, including a primary focus on the recruitment, development, mentorship, and retention of diverse talent. Our six BIGs, which are led by partner, associate, and professional-staff chairs represent:

- Asian Americans
- Black-African Americans (STAARS)
- Hispanic-Latinos (UNIDOS)
- LGBT+ individuals (PRISM)
- The Mental Health Task Force
- People with disabilities (LEADRS)
- Veterans and military families (RSVets)

All of the BIGs engage in firmwide programming and awareness activities. For further information, please see our website at <https://www.reedsmith.com/en/diversity>.

Multicultural Network (MCN)

The MCN in Europe and the Middle East is part of our wider diversity and inclusion strategy. The MCN aims to provide all our employees and clients with the opportunity to experience and celebrate their differences in a positive way. In addition, the MCN aims to support and lead initiatives to support diversity and be a driving force in supporting our firm's broader diversity and recruitment strategies in these particular jurisdictions.

Asia-Pacific Diversity, Equity, and Inclusion initiative

Asia is a vast region comprising different countries and communities and is rich in its variety of people, cultures, and customs. It is diverse and disparate, and we acknowledge that a singular perspective as to what is “diverse” may not exist within Asia.

With this acknowledgement, we launched our new Asia-Pacific DE&I initiative in 2020, with a focus on DE&I themes that unite us all. Our objective is to embrace these uniting themes and create common objectives that seek, particularly, to address inclusion, inequality, imbalance, and injustice – the “four I’s.” We have collated a team of Asia DE&I representatives and champions to engage with our personnel to define, create, and implement our DE&I program across Asia. They will also be liaising with our global DE&I teams, senior management, and executive committee to implement initiatives that work for us both regionally and globally.



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Affinity Groups Cont'd

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

The firm's leadership communicates the importance of diversity to all our personnel through regular emails, through our firm's dedicated Diversity, Equity (DE&I) and Inclusion website, through monthly dedicated DE&I newsletters, through our firm's intranet pages, and through monthly meetings that include all of our Business Inclusion Groups (affinity groups) members.

Each BIG receives support from dedicated liaisons within our HR and marketing departments. The firm also allocates a budget for each affinity group to support any annual initiatives.

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DEI Events

Does the firm host DE&I retreats or conferences? **Yes**
 Does firm leadership attend these events? **Yes**

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

Despite the fact that the COVID pandemic created many challenges for organising in-person events across our global network in 2020, we are proud that we were still able to host, run and deliver events and celebrations with a focus on DE&I. Although in a virtual format, the events presented an incredible opportunity to connect with our personnel, clients and communities around the world to discuss DE&I topics and matters in this already difficult and challenging year. In an attempt to keep this report succinct, the examples below merely represent just a snippet of events we have organized recently:

- *2021 Mental Health Summit – In May this this year, Reed Smith held its first-ever Mental Health Summit, featuring a series of panels on mental health and wellness. This summit was one of the first law firm conferences to address mental wellness in the legal profession and wider business community. The goal of the Summit was to hear expert insight and first-person accounts about recovery from mental health issues, and what law firms, businesses, and individuals can do to improve mental health in the workplace. The event can be viewed on Reed Smith’s YouTube channel. A report of the even is also available on our website.*
- *2020 DE&I Leadership team hackathon – In August 2020, members of our DE&I leadership team participated in a hackathon, during which they discussed and developed ideas for actionable items to help inform our Racial Equity Task Force as they move forward with our firm’s Racial Equity Action Plan.*
- *2020 Diversity, Equity and Inclusion Summit. We were delighted to host our fourth annual DE&I Summit. The summit focused on exploring the topics of racial justice and intersectionality and featured speakers and panellists from Reed Smith and external organizations from a variety of backgrounds and industries. The virtual nature of the event allowed us to reach out and connect with a wider global audience and we were delighted that there were over 1,100 registrants for the event, including Reed Smith personnel and clients.*
- *2020 Disability Inclusion Summit. To celebrate the 2020 International Day of Persons with Disabilities and the #PurpleLightUp movement, we hosted our first Disability Inclusion Summit featuring a series of expert panels focusing on topical matters for people with disabilities in the workplace. The panels at the summit featured both Reed Smith lawyers and external speakers and discussed key issues such as: ‘Perceptions of disabilities in the workplace vs the reality’, ‘Employing people with disabilities is good for business’ and ‘Modern work place and disability in the COVID-19 environment’.*
- *2020 Roundtable Series. Hosted in a virtual format, our roundtable series was developed and designed to create a platform for senior business leaders, general counsel, legal and business teams, and senior management representatives to share relevant business experiences, discuss live issues, and explore strategic ideas for the future. On the back of each roundtable, our Client Development team publishes a bespoke thought leadership report (within the Chatham House rule protocol) which contains the insights, experiences and ideas shared by clients at the session.*

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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 Program is designed for diverse employees in the US and EME to have the opportunity to be paired with and mentor more senior members of the firm about the experiences as a diverse professional staff member both generally and at Reed Smith in particular.

Purpose: The Program's purpose is to:

- (1) Educate firm senior members of the firm about the experiences and perspectives of diverse employees;*
- (2) Educate diverse employees about the perspectives and expectations of senior firm leadership; and*
- (3) Build inter-generational and cross-cultural relationships between and among the employees, thereby enhancing understanding and engagement between generations, cultures, offices and practice groups and helping diverse professionals advance in their careers.*

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Associate Committee

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

Yes

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

The associate committee meets with the Senior Management Team on a regular basis to discuss issues impacting associates at the firm.

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Combating Structural Racism

Is the firm a member of the Law Firm Antiracism Alliance (LFAA)? **Yes**

Cultural Awareness

How does the firm commemorate important dates honoring diversity?

Black History Month, Women's History Month, Pride Month, Asian American Heritage Month, National Hispanic Heritage Month, National Veterans and Military Heritage Month, Disability Awareness Month, Suicide Prevention Month & Juneteenth (also a firm holiday)

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

We have a developed number of mentorship programs to connect our diverse attorneys and staff with senior leadership and support our employees throughout their careers:

- Reverse/Reciprocal Mentorship – Launched in 2018, the purpose of the program is to educate firm leaders about the experiences and perspectives of diverse lawyers and to educate diverse lawyers about the perspectives and expectations of senior lawyers and firm leaders. The program also builds inter-generational and cross-cultural relationships between junior and senior lawyers, thereby enhancing understanding and engagement between generations and cultures, and helping diverse associates advance in their careers.*
- Professional Staff Reverse/Reciprocal Mentoring Program – With the initial pilot launched in 2020, this program is an extension of the reverse/reciprocal mentoring program we launched for lawyers in 2018. Our volunteer mentors in comprise diverse directors, senior managers, managers and advisors, who will mentor our chief officers about their experiences as diverse individuals, and as professional staff members at our firm.*
- WINRS– WINRS provides mentoring for senior women associates to support their path to partnership. Through WINRS, senior associates receive customized one-on-one coaching, mentoring, and formal support from senior partners with the promotion process.*

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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:

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Work Allocation

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

Describe how the firm monitors work distribution

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External Professional & Business Development Opportunities

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

- No 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):

DE&I billable credit hours policy

In 2021, we introduced our new billable credit hours policy. Under this protocol, all timekeepers at Reed Smith now can allocate up to 50 hours of work and activities related to Diversity Equity and Inclusion (DE&I), WINRS or REAP initiatives as billable time. Qualifying activities include:

- Leadership and advocacy
- Serving in a leadership role on the firm’s DE&I, REAP, or WINRS committee or a subcommittee, or one of the firm’s business inclusion groups
- Leading or organizing DE&I, REAP, or WINRS events, activities, or projects
- Presenting at, or preparing materials for, DE&I, REAP, or WINRS programs
- Developing or delivering training programs on DE&I or gender-related issues
- Training and development
- Participating in client-related DE&I, REAP, or WINRS activities
- Attending training programs or conferences on DE&I or gender issues
- Participating in the firm’s reverse mentoring program, or serving as a mentor or sponsor in programs designed to support diverse talent

By making a portion of the hours spent on DE&I activities billable/compensable, we acknowledge that DE&I contributes to the firm’s success and to the retention and advancement of its attorneys and professional staff. To quote our global managing partner, Sandy Thomas, “building an inclusive culture is integral to our business and should be rewarded and incentivized, not left to chance.”

Business Development Grants

We have a unique business development grant program (Pipeline Funds) for women and diverse attorneys. The program is managed through WINRS (our women’s initiative which is designed and dedicated to ensuring support and equal opportunities for all of our women attorneys) and our DE&I program. This is open to mid-level associates, senior associates, counsel and fixed share partners seeking promotion to the next level.

Grants are available to attorneys who would like funding support for programming to assist in their career development and promotion. Some areas include:

- business development training
- business plan development
- career coaching

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

Unconscious bias training

Reed Smith has held sessions on unconscious bias/inclusive leadership specifically for our Global Leadership Team (GLT), which is comprised of firm decision makers including the senior management team, executive committee, practice and industry group leaders, office managing partners, and staff chief officers. In addition to internally-developed programs, we have used outside presenters, including Ritu Bhasin, Arin Reeves and Professor Jerry Kang.

We also conduct training specifically on inclusive interviewing and hiring practices, aimed primarily at those who participate in on-campus and other attorney hiring interviews, and we plan to extend this training to staff interviewing, as well.

We also present a number of other programs that address unconscious bias and/or diversity and inclusion issues, in some cases to targeted audiences (e.g., for the New Associate and summer associate classes, at the partner and senior associate retreats, and at the Diversity Summit), and in other cases to broader audiences.

New processes for allocating work

In 2020, relying on current research in the field and in keeping with our REAP initiatives, Reed Smith took a hard look at structural barriers that could limit women and diverse attorneys' ability to advance to equity partner. This resulted in new, objective protocols for Client Relationship Leaders to transition their clients to the next generation of Reed Smith lawyers, and other protocols guiding how positions on the firm's Global Leadership Team are allocated. (The GLT is made up of our senior management team, executive committee, the chairs of our industry and practice groups, our office managing partners, and other leaders).

In consultation with our executive committee, our chief marketing officer, and our director of DE&I, we have also launched a new protocol for reviewing the composition of our teams proposed to client panel appointments and RFPs. We also have implemented new protocols for assignment of credit. These ensure a fairer and more inclusive process, providing women and minorities with equal access to these important career-enhancing opportunities.

Upward Reviews

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

Yes

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

All attorneys are given the opportunity to provide feedback on all Senior Management Team Members and Global Leadership Team members. All feedback and ratings are submitted anonymously and feedback is provided to leadership in the aggregate.

2021 Vault Law Firm Diversity Survey

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?

- Yes** The firm is Mansfield Certified
- Yes** The firm is Mansfield Certified Plus
- No** 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? **Yes**

Alternatives to Partnership

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

If applicable, describe the alternatives to partnership:

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.

Promotions to Partnership

32 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	20	12	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	15	10	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	0	0	0
LGBTQ+ Individuals	2	0	0	0
Individuals with Disabilities	1	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.

Yes

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

50

Compensation

Are associate salaries lockstep or discretionary?

Discretionary

Bonuses

Are associate bonuses lockstep or discretionary?

Discretionary

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

Yes we publish compensation ranges internally.

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:

It does not affect their path to partnership

2021 Vault Law Firm Diversity Survey

Attorneys Working Reduced Hours

64 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	10	15	0	0
Equity Partners	0	1	0	0
Non-equity Partners	3	6	0	0
Counsel / Of Counsel	11	14	0	0
Non-Partner-Track Attorneys	0	2	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:

Assisted fertilization procedures including in-vitro capped at \$15,000

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?

10 weeks

Parental Leave Policy

Describe the firm's parental leave policy.

Maternity leave paid 100% salary for 6-week or longer disability portion plus 10-week 100% paid parental leave; Parental leave paid at 100% for 10-weeks; Adoption, surrogacy and Foster Care receive parental leave paid at 100% for 10 weeks.

2021 Vault Law Firm Diversity Survey

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?

- Yes** 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.
- Yes** 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.

At Reed Smith, we take pride in our innovative approach to work/life balance. Our lawyers are positively impacted by the firm's innovative and growing number of initiatives, policies and practices focused on helping lawyers achieve and sustain the balance they desire between their work and other life responsibilities. All of our attorneys are permitted to work flexible hour schedules, work remotely, and work part time if they so desire without penalty to their advancement. Specifically in 2019, we launched our new "Ramp Down" program to compliment the firm's 2018 "Ramp Up" program. "Ramp Down" provides attorneys ample time to gradually wind down their practice responsibilities before taking a leave, while "Ramp Up" provides a four-month-long period to transition back into practice after completing a leave, with no reduction in compensation. Lawyers return to work at a 60% schedule and gradually work up to 100% over four months. Another keystone to making part-time practice equitable, we launched our "True-Up" program in 2019. Our "True-Up" program compensates lawyers who elect to work a reduced-hours schedule, but find themselves working hours in excess of their reduced hour arrangements. True-Up provides that lawyers will be paid 100% of their FTE.

Our unique ReturnRS program supports all lawyers (men and women) before, during, and after a leave of absence. Reed Smith makes a concerted effort to include and amplify men's experiences taking leave in order to increase resources for men looking to take leave, as well as normalize men taking caregiver leave. Experienced ReturnRS Liaisons in each office provide support for our attorneys planning a leave and navigating they return to work utilizing our leave resources. We also provide a workshop on "The Business of Parental Leave," which focuses on how to take a leave of absence with minimal impact on the attorney's career progression, our Mindful Return Program (an e-learning program for parents returning from parental leave), offer MilkStork (a breast-milk shipping service) for traveling attorneys who breastfeed, and provide hospital-grade breast milk pumps in all of the firm's U.S. offices.

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
- No Uses gender-neutral pronouns in its policies and materials
- Yes Non-discrimination policy explicitly includes "gender identity and expression" as a protected category
- No Other (please elaborate):

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

76 Total Number of Departures among Associates in 2020:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	45	31	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	3	0	0
Black or African-American	4	5	0	0
Hispanic or Latinx	6	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	31	22	0	0
Two or More Races	2	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	1	0	0
LGBTQ+ Individuals	1	1	0	0
Individuals with Disabilities	2	0	0	0

Departures among U.S. Partners

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	26	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	3	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	21	7	0	0
Two or More Races	2	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	2	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	1	2	0	0

0

2021 Vault Law Firm Diversity Survey

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

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	26	17	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	3	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	24	14	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	2	0	0
LGBTQ+ Individuals	1	1	0	0
Individuals with Disabilities	0	1	0	0

SUCCESSSES 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 have had a number of accomplishments in the area of diversity, equity and inclusion in the past year. Three to focus on are our 1) Commitment to Diversity Recruiting in a newly created role, our 2) Adopting 'credit' for hours spent in fostering DE&I and our 3) Ongoing commitment to increasing the diversity of our leadership and firm attorneys through the Mansfield 3.0+ certification.

New Executive Diversity Recruiting Role

In the past year, Reed Smith created a new position, the Executive Director of Diversity Recruiting (EDDR): New York Partner Geoff Young serves in this role. Working closely with Casey Ryan, Reed Smith's Global Head of Legal Recruiting, as well as the firm's Senior Management Team, and its Global Chief of Diversity, Equity and Inclusion; Chief Human Resources Officer; Director of Legal Recruiting; and Business Inclusion Group leaders, As the EDDR, Geoff leads the firm's strategic efforts to generate a pipeline of diverse talent, convert the pipeline into hires, and burnish the firm's reputation as an employer of choice for diverse talent. Geoff leads the generation of a pipeline of outstanding diverse talent and conversion of that pipeline into hires, in alignment with Reed Smith's Racial Equity Action Plan. He serves a critical role in the firm's efforts towards building its reputation as an employer of choice for diverse talent, and works to effect positive change across the entire recruiting process.

We recruit diverse attorneys using a variety of outlets. We actively recruit from each of the HBCU law schools and in 2020 developed a partnership with Southern University Law Center whereby the firm provides a stipend and summer associate position to a selected student. For lateral opportunities, we seek candidates through the extensive networks of our diverse lawyers and membership in diverse lawyer organizations. Lateral candidates are required to demonstrate their commitment to diversity, equity, and inclusion in the answers they provide to our lateral recruiting questionnaire.

Working with other executive staff, Geoff leads the generation of a pipeline of outstanding diverse talent and conversion of that pipeline into hires, in alignment with Reed Smith's Racial Equity Action Plan. (see an explanation of REAP in our goals below). Geoff and his team address diversity recruiting from a number of perspectives: The team oversees the lateral recruitment strategy for diverse talent, and requests that our recruiters always provide a diverse slate of candidates. This team works with law school affinity groups, including our African American, Latinex, LGBTQ+ and Asian American Pacific Islander teams to host and sponsor events to help build the pipeline of diverse talent. And, we have expanded our diverse recruiting efforts for the professional staff.

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?

#2

Billable Credit for DE&I Activities

All timekeepers at Reed Smith can receive billable credit for up to 50 hours of work and activities related to DE&I efforts, to our women's initiative (WINRS), or to our REAP.

Qualifying activities include:

Leadership and advocacy

•Serving in a leadership role on the firm's DE&I, REAP, or WINRS committee or a subcommittee, or one of the firm's business inclusion groups

•Leading or organizing DE&I, REAP, or WINRS events, activities, or projects

•Presenting at, or preparing materials for, DE&I, REAP, or WINRS programs

•Developing or delivering training programs on DE&I or gender-related issues

Training and development

•Participating in client-related DE&I, REAP, or WINRS activities

•Attending training programs or conferences on DE&I or gender issues

•Participating in the firm's reverse mentoring program, or serving as a mentor or sponsor in programs designed to support diverse talent

The firm gives billable credit for work that is directly related to diversity efforts. Billable credit is a key factor in determining compensation.

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

Achieving Mansfield 3.0+ Certification

As one of 64 trailblazing firms that have adopted the Mansfield Rule, Reed Smith is devoted to expanding the representation of women attorneys, attorneys of color, and in its leadership by broadening the pool of candidates considered for promotion. We not only meet-- but greatly exceeded -- the minimum thresholds for Certification (see chart below). Mansfield Rule Certification 3.0 measures whether law firms have affirmatively considered at least 30 percent women, attorneys of color, with disabilities, and LGBTQ+ attorneys for leadership and governance roles, equity partner promotions, formal client pitch opportunities, and senior lateral positions. We received this certification after completing a 12-month plan. Reed Smith achieved Mansfield Certification Plus status, which requires that a firm reach at least 30 percent women, those with disabilities, and those from underrepresented groups in a significant number of their current leadership roles and committees. We achieved 3.0+ certification this year.

We believe that our adherence to the Mansfield Rule has given us access to a broader pool of candidates, as well as bringing forward candidates who, although perhaps not quite ready for such positions, have the ability and potential to be prepared for them in the near future. Reed Smith is also proud to sit on the advisory committee for the Mansfield Rule's upcoming expansion to the UK.

Reed Smith is currently working to achieve Mansfield 4.0 Certification

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

We have three priorities over the next year: Project Gold Standard (our Diversity, Equity & Inclusion strategy project), DE&I Talent Pipeline Program and our Racial Equity Action Program (REAP).

It is Reed Smith's vision to be the 'standard bearer' for diversity, equity and inclusion best practices within our industry. Today we are recognized as leaders for many aspects of our program, but we are always evolving to stay at the leading edge of this agenda and to support other organisations to do likewise. The framework we employ that guides us toward our vision and the change program connected to it is called Project Gold Standard; it sets out our DE&I goals and provides us with the benchmarks for tracking our progress.

Project Gold Standard

The 7 goals we are committed to are as follows:

1. Representative diversity

We have a workforce representative of the populations we serve and the communities we live and work in. This includes diversity of thought and demographic diversity: age, gender, lived experiences, religion, disability, veteran status, gender identity, sexual orientation, socio-economic background and race/ethnicity.

We continue to be intentional in ensuring that diversity and diversity of thought is a consideration in every firm decision and outcome. From recruitment and hiring, promotions, to the installation of leaders, the allocation of work and business development opportunities, and the implementation of firmwide initiatives and policies.

2. Equity

Ensuring equity is woven into the fabric of our firm by continuously assessing all policies, practices and procedures, both formal and informal, to ensure they are equitable and free of bias. Ensuring that our attorneys and professional staff have equal and equitable access to resources, professional development opportunities, and networks. Sponsorship, mentorship and allyship is available across all demographics, with senior leaders personally investing and aiding in the advancement of diverse talent.

3. A culture of inclusion

A workplace environment, rooted in teamwork and collaboration; every person's diversity, thoughts and opinions are celebrated. People feel encouraged, accessed, invited, considered, respected, their ideas advanced and reflected at all levels in all interactions, conversation and communications. People are encouraged to connect, work and learn across differences, and to engage in open and honest communications and collaborations.

4. Belonging

All individuals feel a part of the organization because they are supported, accepted, welcomed, valued and are able to express themselves and be authentic in the workplace.

5. Visible leadership and leading profile

Being widely recognized as the standard bearer for DE&I in the legal community, be it outside counsel, in-house or academia, and inviting challenging conversations among organizational leaders with an eye towards promoting change and advancing equity and inclusion.

6. Followership

Having an influential presence in the industry and a continually growing population of clients, government and community organizations, academia, individuals, other stakeholders who follow us and with whom we are invested, partner and collaborate with in driving our mission.

7. Ground breaking innovation

Continually raising the bar in our industry and beyond for DE&I, through innovative and evolving programming, processes, technology, thought leadership. We invite our clients to participate in the ongoing evolution of Project Gold Standard, and to partner with us where we have shared goals. Client feedback is an important aspect of how we measure our performance across all of our goals and we expect them to feel and experience the difference our DE&I program makes.

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

DEI Talent Pipeline Program

At Reed Smith we recognize that diversity is imperative to providing innovative client service. While we have expanded our efforts to recruit diverse talent, we have also expanded our efforts to develop our existing talent through our formal talent pipeline program. To support these efforts, we have expanded our team to include a DEI Talent Pipeline specialist and a DEI executive coach.

Through this program we are able to (1) identify high performing diverse talent early and provide them with resources to develop skills for future leadership roles and advancement, (2) identify diverse employees with existing gaps and provide resources necessary for their success, (3) actively engage partners and senior leaders in our talent development practices.

Ultimately our goals are (1) to increase the number of diverse attorneys and professional staff in leadership roles, (2) ensure that diverse talent receive individualized professional development, (3) lower the attrition rate of our diverse talent.

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

Continuing our Racial Equity Action Plan (REAP)

Our Racial Equity Action Plan (REAP), is a framework enacted with the full endorsement of the Senior Management Team (SMT) and the Executive Committee, and supported by people at all levels throughout the firm. Our Global Managing Partner, Sandy Thomas, chairs the Task Force, with the aim of holistically re-imagining our business practices and habits to promote racial equity. Additionally, every member of the SMT at Reed Smith has personally pledged to do their part to enact measurable change in their area(s) of influence.

REAP centers on three priorities:

Internal wellbeing and learning – advance the recruitment and retention of, and leadership opportunities for, Black lawyers and personnel.

Pro bono and community engagement – including work with local and national organizations for justice system reform, equal economic opportunities and defense against discrimination.

Client engagement – working to increase diversity efforts with clients through strategic business partnerships, creating client and law firm learning opportunities, seeking increased pro bono collaboration opportunities involving Racial Equity, Criminal Justice Reform and Legal Process.

In particular, the firm has developed specific targets to improve the representation of Black lawyers and other Black professionals at the firm, and has created a new role of Executive Director of Diverse Recruiting to spearhead the increased focused on recruiting diverse talent.

To meet the priorities laid out in the REAP, Reed Smith has committed to the following:

Recruiting: 50 percent increase of Black lawyers across Reed Smith by 2024. The firm will take a strategic approach to lateral recruiting, to aggressively grow the number of Black lawyers in our business. Additionally, the firm will expand the field of law schools it targets, actively engaging with Black Law School Association chapters and school administrations, and working with clients to vet and recruit legal talent.

We are investing in attracting and retaining Black lawyers, starting from law school recruiting efforts, to secondment engagements, to creating high level relationship development opportunities. The biggest factor in hiring and retaining diverse professionals has been ensuring there is a sufficient number of similar diverse professionals in senior positions. This form of diverse representation provides meaningful mentoring opportunities, but also serves as effective modeling for more junior professionals so they can see a path forward for themselves at the firm. To address this challenge, a significant part of REAP is focused on the hiring and retaining more diverse professionals.

Retention: Improve Black lawyer and staff attrition rates consistent with firm-wide attrition rate by 2024. To ensure that Black lawyers and staff are afforded the opportunities they need to succeed, Reed Smith will institute a work allocation program to track the distribution of complex, high-value, high-visibility client work and put in place processes that ensure work is distributed consistently across the firm. Furthermore, the firm will enhance its extensive training and development programs focused on law firm economics, the path to partnership and client / business development – key elements for successful careers in large law firms. Finally, Reed Smith will examine its compensation structure to ensure that gaps in credit allocation – a longstanding issue among Black lawyers across much of Big Law – are corrected, and that promotions are made with intentionality toward desired results.

Leadership: Increase percentage of Black leadership in the firm by 30 percent by 2024. Reed Smith is committed to increasing the representation of Black lawyers across all areas of firm leadership, be it as office managing partners, practice group leaders, or other firm management roles. Additionally, it will increase the representation of Black staff in managerial roles across all administrative functions in the firm. To ensure that Black lawyers and staff are well-positioned to assume leadership roles, the firm will: (1) engage with leading universities and executive leadership organizations for management training and development programs and (2) develop a client mentorship program.

The measures already in place as part of the REAP include expanding the schools from which the firm historically recruits to target schools rich in diverse students (such as Historically Black Colleges and Universities (HBCU));

creating new fellowship programs targeting diverse students, and identifying new and existing recruiters that can effectively assist in the recruitment of diverse professionals. In addition, through REAP, the firm is developing new ways to strengthen its existing practices of work allocation, mentoring and community-building to better serve diverse professionals.



Response to Spring 2021 Firsthand/Vault Law Firm Diversity Survey. Complete survey results available on Firsthand's website (<http://www.firsthand.co>). Copyright © 2022 Firsthand and Indfobase Holdings, Inc. All rights reserved.



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?

When seeking a career in a diverse and inclusive environment, the candidate should do their homework on the firm. The first steps involve reviewing the firm's website to see what (if anything) the firm does regarding Diversity, Equity & Inclusion (DE&I), what the firm considers as important to the DE&I programs, and if there is robust activity. DE&I work is a constant journey, so candidates should inquire if the firm is actively pursuing initiatives and seeks to be innovative and creative in the DE&I space. After doing this homework, a candidate should speak with people at the firm to get a sense if they feel valued at the firm. Pay particular attention if the people expressing their feelings of value are diverse or not – it will be informative regarding the firm's commitment to DE&I.

Questions to ask during an interview to assess a firm's commitment to DE&I include: Describe the firm's approach to DE&I? How does DE&I fit within the firm's overall strategy? Describe some new program of initiatives the firm implemented in the past year or two. What does the firm do to support persons that identify as [insert the gender, or underrepresented group]?