

Winston & Strawn LLP

2021 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Thomas P. Fitzgerald, Chairman	White	Male	
Michael Elkin, Vice Chairman	White	Male	
Jeffrey L. Kessler, Co-Executive Chairman	White	Male	
Dan Webb, Co-Executive Chairman	White	Male	

Executive Committee

Total Number of Attorneys on Committee: 24

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	17	7	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	15	6	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

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

Sylvia F. James, Chief Diversity & Inclusion Officer

DEI Committee

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

Yes

In what year was the committee formed?

2004

Total Number of Attorneys on DEI Committee: **18**

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	10	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	0	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	6	6	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	1	0	0
LGBTQ+ Individuals	2	1	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

835 Total attorneys in U.S. offices

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

U.S. Associates

420 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	235	185	0	0
American Indian or Alaska Native	0	0	0	0
Asian	18	22	0	0
Black or African-American	14	10	0	0
Hispanic or Latinx	17	13	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	168	131	0	0
Two or More Races	17	9	0	0
Other or Unknown	1	0	0	0
Additional Demographics	19	10	0	0
LGBTQ+ Individuals	18	8	0	0
Individuals with Disabilities	1	2	0	0

2021 Vault Law Firm Diversity Survey

U.S. Equity Partners

343 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	262	81	0	0
American Indian or Alaska Native	0	1	0	0
Asian	6	3	0	0
Black or African-American	6	3	0	0
Hispanic or Latinx	6	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	241	70	0	0
Two or More Races	3	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	5	4	0	0
LGBTQ+ Individuals	4	4	0	0
Individuals with Disabilities	1	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

Winston & Strawn LLP is a one-tier firm.

2021 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

48 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	33	15	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	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	28	13	0	0
Two or More Races	1	0	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. Non-Partner-Track Attorneys

24 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	15	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	0	0	0
Black or African-American	0	2	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	12	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. 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

10 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	6	4	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	6	4	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

35 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	21	14	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	19	12	0	0
Two or More Races	0	1	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

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:

As a key part of the firm’s long-term strategic plan, Winston has established concrete metrics to evaluate our DEI progress. These metrics include specific benchmarks for the representation of women partners, racial/ethnic minorities lawyers, and LGBTQ lawyers among the workforce, as well as their representation in firm leadership positions and among the most highly compensated partners. We are in the process of creating new 5-year goals.

2021 Vault Law Firm Diversity Survey

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?

A component of partner compensation is tied to DEI. At the beginning of the year, we ask all partners to commit to two concrete action steps to enhance the firm's diversity program, and they report on those actions at the end of the year. Additionally, partners are rewarded for diverse staffing on their matters.

2021 Vault Law Firm Diversity Survey

DEI Training

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

- Yes** Provides annual DEI training that addresses implicit bias for all attorneys
- Yes** 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
- No** Retained a DEI consultant to conduct a

If applicable, describe any other initiatives taken:

We also provide training on allyship, privilege and Anti-Racism.

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?

Howard University School of Law

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?

Howard University School of Law, Houston Law Center, University of Illinois School of Law

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	
10 <i>Link:</i>	9

Internships

Link:

Fellowships

Link:

Career Fairs

Does the firm participate in legal diversity career fairs?

Yes

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

Bay Area Diversity Career Fair

Cook County Bar Association Minority Job Fair

Harvard BLSA Job Fair; Lavender Law Career Fair

Veterans Career Fair

West Region Black Law Student Association Job Fair

Hispanic National Bar Association Job Fair

Hispanic National Bar Association Job Fair

Lavender Law Conference Career Fair

Northeastern Black Law Student Association Job Fair

Mid-Atlantic Black Law Student Association 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.)?

Winston provides interview training, behavioral interview questions, and training on how to recognize and interrupt implicit bias in recruiting.

Summer Associates

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

Winston is a law firm member of the Leadership Council on Legal Diversity (LCLD), an organization of corporate chief legal officers and law firm managing partners dedicated to creating a truly diverse legal profession. Each year we participate in various LCLD programs, including their 1L Scholars. Winston hires 8-12 diverse summer associates through the LCLD's Diverse 1L Scholars Program every year. Participants in our program get real work experience on complex disputes and transactions, attend a Diversity Roundtable for all diverse summer associates, and are eligible to receive a Winston Diversity Scholarship. Our diverse 1Ls also gain "real-world" experiences by spending two weeks of the summer program working with one of our clients. Additionally, the firm offers scholarships to diverse law students. To date, Winston has provided over \$830,000 in scholarships to diverse law school students and is committed to providing up to \$500,000 in diversity scholarships every year. In addition to being assigned a mentor and attending the world class training provided to all summer associates, diverse summer associates receive additional mentoring through the affinity groups, participate in our diverse summer associate roundtable, and attend targeted events throughout the summer.

2021 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

15 Total 1L summer associates at the firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	4	11	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	2	0	0
Black or African-American	0	4	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	3	3	0	0
Two or More Races	0	2	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

Winston hires 8-12 diverse 1Ls through the LCLD 1L Diverse Scholars Program. Our Dallas office hires 1Ls outside of the LCLD program.

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?

All but our two 1Ls in our Dallas office were hired through our LCLD 1L Scholars Program.

2021 Vault Law Firm Diversity Survey

2L Summer Associates

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

71 Total 2L Summer Associates at the Firm in 2020

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	39	32	0	0
American Indian or Alaska Native	0	0	0	0
Asian	8	4	0	0
Black or African-American	7	5	0	0
Hispanic or Latinx	2	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	22	18	0	0
Two or More Races	0	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	4	1	0	0
LGBTQ+ Individuals	3	1	0	0
Individuals with Disabilities	1	0	0	0

2L Summer Associates Who Received Offers

71 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	39	32	0	0
American Indian or Alaska Native	0	0	0	0
Asian	8	4	0	0
Black or African-American	7	5	0	0
Hispanic or Latinx	2	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	22	18	0	0
Two or More Races	0	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	4	1	0	0
LGBTQ+ Individuals	3	1	0	0
Individuals with Disabilities	1	0	0	0

2L Summer Associates Who Accepted Offers

63 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	35	28	0	0
American Indian or Alaska Native	0	0	0	0
Asian	8	4	0	0
Black or African-American	5	4	0	0
Hispanic or Latinx	2	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	20	16	0	0
Two or More Races	0	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	1	0	0
LGBTQ+ Individuals	2	1	0	0
Individuals with Disabilities	1	0	0	0

0

2021 Vault Law Firm Diversity Survey

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?

The firm’s diversity program is for Diverse 1L summer associates.

New Attorneys Hired

82 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	47	35	0	0
American Indian or Alaska Native	0	0	0	0
Asian	6	4	0	0
Black or African-American	6	3	0	0
Hispanic or Latinx	2	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	30	23	0	0
Two or More Races	2	1	0	0
Other or Unknown	1	0	0	0
Additional Demographics	4	4	0	0
LGBTQ+ Individuals	3	3	0	0
Individuals with Disabilities	1	1	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:

Black Lawyers Network

Winston Asian Lawyers Initiative

Winston PRIDE

Latina/o Lawyer Alliance at Winston

Women's Leadership Initiative

Working Parents

Affinity Groups Cont'd

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

Leadership and administrative support, as well as funding for sponsorships and targeted programs.

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:

In September 2018, the firm hosted its inaugural Diverse Lawyers Retreat, which brought together all minority and LGBTQ lawyers for two days of programming. This included a fireside chat with the firm Chairman, a client panel, and presentations by many thought leaders. The retreat also provided an opportunity for all of the members of our Black Lawyers Network, Latino(a) Lawyers at Winston, Winston Asian Leadership Initiative, and Winston Pride affinity groups to meet in person for networking and mentoring. In November 2020, the firm hosted a Virtual Diverse Lawyers Retreat, which brought together all minority and LGBTQ lawyers for two days of programming. The retreat included a conversation with the firm Chairman, and presentations by many thought leaders. In April 2019, we hosted our inaugural Women Partners' Forum, which brought together all women partners for a half-day of programming facilitated by acclaimed Kellogg School of Management Professor Victoria Medvec.

2021 Vault Law Firm Diversity Survey

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:

Winston does not have one-on-one reverse mentoring, but we have two mentoring programs that serve a similar purpose. First, through our Women's Leadership Initiative, we host mentoring circles for women lawyers. Each mentoring circle includes 8-10 women lawyers of varying levels of seniority. The mentoring circles provide a small-group setting for women attorneys across practice groups and experience levels to connect and to expand their internal and external networks, build business development skills, and discuss issues and challenges related to law firm life. The WLI mentoring circles enables junior associates to share their experiences and perspectives with more senior lawyers, including senior partners.

Second, our Litigation and Transactions departments recently implemented Circles comprised of lawyers at all levels of experience who form a team focused on mutual support, development and engagement. Each first year is assigned to a circle. Circle leaders and other participants take an active role with integration, including staffing, mentoring and shadowing. Circle leaders are given a playbook and meeting agendas to ensure that there is cross mentoring and support.

2021 Vault Law Firm Diversity Survey

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 firm has a democratically elected Associates Committee empowered by firm management to provide honest and candid feedback. Recommendations from the committee have resulted in enhancements to technology resources, the evaluation process, training and mentoring, and other firm programs. The committee includes attorneys from our U.S. and international offices, as well as a partner liaison who acts as a formal resource and sounding board. The Committee meets with firm leadership to discuss issues and concerns.

2021 Vault Law Firm Diversity Survey

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?

Each year, Winston host programs to celebrate and/or raise awareness of Black History Month, Women’s History Month, Holocaust Remembrance, Asian Pacific American History Month, Pride Month, and Hispanic Heritage Month. These presentations are a powerful way to enhance knowledge and common understanding of diversity-related topics and issues. We have received overwhelming positive feedback from attendees about how the programs inspire, educate, and, in some cases, transform their thinking and their lives. The programs also help to create a work environment that is more welcoming and supportive of diverse individuals. The firm invites clients and alumni to attend these programs in person or via live stream.

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

In 2018, the firm created its innovative Associate Sponsorship Program, which pairs high-performing women, racial/ethnic minority, and LGBTQ associates with a sponsor from the firm’s Executive Committee. Approximately 20-30 associates participate in the Sponsorship Program each year, and every member of the Executive Committee—including the firm’s Chairman and Vice Chair—serve as sponsors.

In this role, Executive Committee members dedicate time to understanding their protégé’s goals and advocate on their behalf, supporting their advancement and development within the firm. Sponsors also provide invaluable insights, advice, and perspectives while facilitating business and professional development opportunities.

In May 2021, Winston launched the third cycle of this year-long program, which includes monthly meetings between protégés and sponsors; a chance to work together on a client or business development project; regular interaction with firm leaders; in-person meetings with all sponsors and protégés; as well as individual and group coaching. Participants also have access to professional development courses including the Path to Partnership, Creating a Business Development Plan, Law Firm Economics, Giving and Receiving Feedback, and personalized DISC assessments.

The Sponsorship Program is an important retention tool that has proven effective in developing strong relationships between our diverse associates and the firm’s leaders. We are thrilled that Winston elevated three associates who participated in the 2018 program—two Latinas and one African-American woman—to the partnership in November 2020. Several more of the former participants are also up for partnership consideration this year and next. Thanks in large part to the success of the sponsorship program, we have a strong pipeline of mid-level and senior diverse associates on the partnership track.

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 addition to our internal Diversity and Inclusion Associate Sponsorship Program, Winston participates in several leadership program for diverse lawyers, including LCLD's Fellows and Pathfinders programs, New York City Bar Association's Associate Leadership Institute, and Chicago Bar Association's Leadership Institute. To date, seven Winston lawyers have participated in the LCLD Fellows Program an ambitious, highly structured initiative built to increase diversity at the leadership levels of the nation's law firms and corporate legal departments. Winston's participation in external leadership programs has been effective in helping the firm retain, develop, and promote diverse lawyers. Two of our associates who most recently participated in the Chicago Bar's Leadership Institute have been promoted to the partnership. Likewise, associates who participated in the LCLD Fellows Program and the NYC Bar's Associate Leadership Institute have recently been promoted to the partnership. Winston also provides targeted professional development programs for diverse attorneys, such as Providing and Receiving Feedback, Combating Imposter Syndrome, Executive Presence, Unconditional Self Worth, and Path to Indispensable.

2021 Vault Law Firm Diversity Survey

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 thoughtful allocation of work among associates is key to the development and retention of our lawyers. That is why we implemented a process to monitor the work hours and quality of work assignments of our minority associates monthly. This process serves both as an early warning system and as a safeguard to ensure that the talented lawyers we recruit have an opportunity to perform developmentally rich work and develop the skills necessary to succeed. In Fall 2019, the firm implemented a formal work assignment system for associates in their first two years of practice to further ensure an equal distribution of work assignments.

2021 Vault Law Firm Diversity Survey

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):

Winston supports many women, minority, and LGBTQ bar associations and organizations that provide networking, professional development, and business development opportunities for our lawyers, including: California Minority Counsel Program, ChIPs, Diversity and Flexibility Alliance, Hispanic National Bar Association, Institute for Inclusion in the Legal Profession, Leadership Council on Legal Diversity, Minority Corporate Counsel Association, National Asian Pacific American Bar Association, National Bar Association, National Association of Women Lawyers, National LGBT Bar Association, North American South Asian Bar Association, Texas Minority Counsel Program, and University of Texas Center for Women in Law.

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

We implemented a formal work assignment system for junior associates, and provide yearly training on identifying and interrupting implicit bias in performance reviews and work allocation.

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?

- Yes** The firm is Mansfield Certified
- Yes** 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:

Not a formal alternative for currently practicing associates, but we hire Practice Attorneys who are not on a partnership track.

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.

4%

Promotions to Partnership

13 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	7	6	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	6	3	0	0
Two or More Races	1	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.

Yes

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

50

Compensation

Are associate salaries lockstep or discretionary?

Lockstep

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?

The firm publishes the range of associate bonuses.

Flex-time Policy

Does the firm have a formal flex-time policy?

Not yet, but currently in development

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:

Under the firm's Reduced Hours Work Schedule Guidelines for Associates and Of Counsel Attorneys, any Winston associate or of counsel attorney may request to work on a reduced hours basis. Associates and counsel working reduced hours have access to the same benefits as full-time nonpartner attorneys, and those who have worked or are working reduced hours may be promoted to partnership. We are proud that several of our lawyers have been promoted to the partnership while working a reduced hours schedule. We also have several successful partners who have worked a reduced hours schedule for many years.

Attorneys Working Reduced Hours

31 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	1	7	0	0
Equity Partners	2	7	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	1	6	0	0
Non-Partner-Track Attorneys	1	6	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:

Under Winston & Strawn’s family-planning benefits policy, the firm offers egg freezing, intrauterine insemination; in-vitro fertilization, male infertility care, contraception (birth control pills, IUDs, etc.), and permanent birth control (e.g., vasectomies, hysterectomies, etc.).

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?

20 weeks

Parental Leave Policy

Describe the firm's parental leave policy.

Parents of newborn and newly adopted children, including mothers and fathers, may take up to 20 weeks of paid leave for the purpose of childcare and parent-child bonding. Such leave may be taken in either one or two increments and must be taken within the first 12 months following the birth or adoption of the child. An attorney on parental leave may elect an additional four (4) weeks of unpaid leave, beginning at the end of the 20-week paid leave.

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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 Winston, facilitating a healthy balance between work and family life is an important component of promoting diversity and inclusion and ensuring the success of our lawyers with families. Our family-friendly programs, include:

oAward-winning Gender Neutral Parental Leave Policy. In 2016, Winston implemented a gender-neutral Parental Leave Program that provides attorneys with 20 weeks of paid parental leave – without distinctions based on gender or primary/secondary caregiver status – to care for and bond with their newborn or newly adopted children.

oParental Leave Transition Support. The firm has a parental leave support program that includes a Parental Leave Liaison, reduced hours targets during “ramp down” and “ramp up” periods, and confidential coaching services for attorneys who are new parents.

oBreast Milk Delivery Benefit. We offer free overnight milk delivery back home for nursing moms, lawyers and staff, when they travel for work.

oWorking Parents Groups. These groups, which meet monthly, are designed to provide a forum for working parents to discuss issues, share strategies, and learn from the experiences of others. The groups also serve as a forum for expectant parents.

oReduced Hours Program. We offer alternative work schedules for lawyers who need to work on a reduced schedule for childcare or family reasons. Several of our lawyers have been promoted to partnership while working a reduced hours schedule.

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?

- Yes 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

72 Total Number of Departures among Associates in 2020:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	41	31	0	0
American Indian or Alaska Native	0	0	0	0
Asian	5	4	0	0
Black or African-American	4	4	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	29	18	0	0
Two or More Races	1	4	0	0
Other or Unknown	1	0	0	0
Additional Demographics	4	2	0	0
LGBTQ+ Individuals	3	2	0	0
Individuals with Disabilities	1	0	0	0

Departures among U.S. Partners

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	33	7	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	2	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	29	4	0	0
Two or More Races	1	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

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

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	12	7	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	1	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	4	0	0
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	1	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	1	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

Diverse Associate Sponsorship Program. In 2018, the firm created its innovative Associate Sponsorship Program, which pairs high-performing women, racial/ethnic minority, and LGBTQ associates with a sponsor from the firm’s Executive Committee. Approximately 20-30 associates participate in the Sponsorship Program each year, and every member of the Executive Committee—including the firm’s Chairman and Vice Chair—serve as sponsors.

In this role, Executive Committee members dedicate time to understanding their protégé’s goals and advocate on their behalf, supporting their advancement and development within the firm. Sponsors also provide invaluable insights, advice, and perspectives while facilitating business and professional development opportunities.

In May 2021, Winston launched the third cycle of this year-long program, which includes monthly meetings between protégés and sponsors; a chance to work together on a client or business development project; regular interaction with firm leaders; in-person meetings with all sponsors and protégés; as well as individual and group coaching. Participants also have access to professional development courses including the Path to Partnership, Creating a Business Development Plan, Law Firm Economics, Giving and Receiving Feedback, and personalized DISC assessments.

The Sponsorship Program is an important retention tool that has proven effective in developing strong relationships between our diverse associates and the firm’s leaders. We are thrilled that Winston elevated three associates who participated in the 2018 program—two Latinas and one African-American woman—to the partnership in November 2020. Several more of the former participants are also up for partnership consideration this year and next. Thanks in large part to the success of the sponsorship program, we have a strong pipeline of mid-level and senior diverse associates on the partnership track.

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

Promotion of Women into Leadership Positions: One of the goals of our strategic business plan is for women partners to hold 20% of the firm's leadership position. We are pleased that we have surpassed our goal. We achieved that result by implementing the Mansfield Rule; providing business development and leadership training to our women lawyers; creating job descriptions for leadership positions; and ensuring women have equal opportunities to participate on pitches and client teams.

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

Ensure that Minority Lawyers Have Equal Access to Challenging, Skill Building Assignments: In 2019, we implemented a formal work assignment system for associates in their first two-years of practice. We also monitor hours and work assignments monthly to ensure diverse lawyers have equal access to challenging, skill building assignments. We also provide training on how unconscious bias impacts access to work and tips to minimize its effects.

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

Maintaining leadership support and involvement in DEI efforts.

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

Incentivizing and rewarding inclusive staffing.

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 to provide sponsorship, quality feedback and development opportunities to grow our diverse partnership and leadership ranks.

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?

What is the firm doing to promote an inclusive work environment for the diverse lawyers and staff it recruits?

What are the two biggest challenges to moving the needle forward on DEI in a significant way?

Has the focus on DEI changed due to the racial awakening in summer 2020?

Can you share data on the firm's workforce demographics and leadership positions?

Does the firm have any diversity programs in place to retain, develop and promote diverse lawyers?