



At Morrison Foerster, our diversity makes a difference.

Clients entrust us with critical, multidimensional matters. We provide them with innovative solutions by fostering an inclusive environment that values diverse viewpoints, backgrounds, and experience. Working together, we explore and celebrate different perspectives, which allows us to achieve the best results possible.

Visit us at mofo.com/culture/diversity

Morrison Foerster

2022 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Larren Nashelsky, Chair	White	Male	
Paul Friedman, Managing Partner	White	Male	
Craig Martin, Managing Partner	White	Male	
Eric Piesner, Managing Partner	White	Male	
Tessa Schwartz, Managing Partner	White	Female	

Executive Committee

Total Number of Attorneys on Committee: 39

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	19	20	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	5	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx		3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	17	11	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

2022 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
Natalie Kernisant, Chief Diversity and Inclusion Officer
Alexis Amezcua, Diversity Strategy Committee Co-Chair
Mark Whitaker, Diversity Strategy Committee Co-Chair
Stacey Sprenkel, Women's Strategy Committee Co-Chair
Carrie Cohen, Women's Strategy Committee Co-Chair

DEI Committee

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

In what year was the committee formed?

1992

Total Number of Attorneys on DEI Committee: 20

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	12	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	3	0	0
Black or African-American	2	2	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	5	2	0	0
Two or More Races		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

#N/A

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

2022 Vault Law Firm Diversity Survey

ATTORNEY DEMOGRAPHICS

Attorney Headcount

790 Total attorneys in U.S. offices

1,091 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

458 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	220	238	0	0
American Indian or Alaska Native	1	0	0	0
Asian	34	62	0	0
Black or African-American	9	14	0	0
Hispanic or Latinx	17	17	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	141	130	0	0
Two or More Races	9	9	0	0
Other or Unknown	9	6	0	0
Additional Demographics	26	26	0	0
LGBTQ+ Individuals	23	21	0	0
Individuals with Disabilities	3	5	0	0

2022 Vault Law Firm Diversity Survey

U.S. Equity Partners

219 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	148	71	0	0
American Indian or Alaska Native	0	0	0	0
Asian	9	18	0	0
Black or African-American	2	3	0	0
Hispanic or Latinx	7	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	125	45	0	0
Two or More Races	2	1	0	0
Other or Unknown	3	0	0	0
Additional Demographics	9	1	0	0
LGBTQ+ Individuals	7	1	0	0
Individuals with Disabilities	2	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

2022 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

112 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	77	35	0	0
American Indian or Alaska Native	0	0	0	0
Asian	5	10	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	2	2	0	0
White	68	20	0	0
Two or More Races	1	1	0	0
Other or Unknown	0	2	0	0
Additional Demographics	4	1	0	0
LGBTQ+ Individuals	4	1	0	0
Individuals with Disabilities	0	0	0	0

U.S. Non-Partner-Track Attorneys

3 Total Non-Partner-Track Attorneys

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

2022 Vault Law Firm Diversity Survey

U.S. Law Clerks

18 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	8	0	1
American Indian or Alaska Native	0	0	0	0
Asian	1	0	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	8	6	0	0
Two or More Races	0	1	0	1
Other or Unknown	0	0	0	0
Additional Demographics	2	2	0	0
LGBTQ+ Individuals	2	2	0	0
Individuals with Disabilities	0	0	0	0

U.S. Office Managing Partners

7 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	3	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	2	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	3	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2022 Vault Law Firm Diversity Survey

U.S. Hiring Committee

10 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	6	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	2	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	1	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

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:

While the firm does not have specific targets, we are proud to be Mansfield Certified Plus for the fourth consecutive year. Our Mansfield Certification Plus affirms that MoFo successfully reached at least 30 percent women, attorneys of color, LGBTQ+, and lawyers with disabilities in a notable number of current leadership roles and committees.

2022 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?

Partners are asked about their contribution to the firm's diversity, equity, and inclusion efforts as part of the annual partner compensation process.

2022 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 cultural assessment or review firm processes

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?

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.)

No

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

2022 Vault Law Firm Diversity Survey

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 2021
Scholarships	
Law Preview Scholarship; California ChangeLawyers , First-Year Law Student Scholarship Program; Justice & Diversity Center , Bay Area Minority Law Student Scholarship Program; La Raza Lawyers of Santa Clara County Charitable Foundation; NAACP Legal Defense and Educational Fund , Marshall-Motley Scholars Program Link: https://lawpreview.barbri.com/sponsor/morrison-foerster-llp/	In 2021, MoFo awarded a total of 28 fellowships and scholarships: 24 fellowships and 4 LitDC.

Internships

Law in Technology Diversity Collaborative; The Sonia and Celina Sotomayor Judicial Internship Program; Just the Beginning , A Pipeline Organization , Summer Legal Institute; ABA Fund for Justice and Education , Judicial Internship Opportunity Program Link: <https://www.lawintechdiversity.com/for-law-firms.html>

Fellowships

The John Paul Stevens Foundation , Expansion to HBCU Law Schools; Keith Wetmore 1L Fellowship for Excellence, Diversity, and Inclusion Link: <https://www.mofo.com/culture/diversity/recruitment-development.html>

2022 Vault Law Firm Diversity Survey

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; Lavender Law® Conference & Career Fair; and Boston Lawyers Group Annual 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.)?

In addition to regularly providing unconscious bias training to our lawyers on how to recognize and interrupt our own biases, we circulate MoFo's inclusive recruiting videos each year to all those involved in the OCI interview/lateral hiring processes to help our interviewers recognize and interrupt any potential biases that come up in the recruiting process. We also circulate written tips on how to recognize and interrupt bias in the recruiting process as part of interviewer preparation materials.

2022 Vault Law Firm Diversity Survey

Summer Associates

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

As part of the summer associate program, all summer associates are assigned partner and associate mentors. Mentors for diverse summer associates are assigned in consultation with the Diversity + Inclusion Group. All summer associates also participate in a D+I training, topics of which have included unconscious bias, imposter syndrome, diversity and inclusion and mindfulness, among other things. Wetmore Fellows, SEO Law Fellows, and Law in Technology Diversity Collaborative Interns take part in a pre-summer fellowship kick-off program that provides training and networking opportunities, and they are also assigned additional diversity mentors. There are also firmwide affinity network and office-wide affinity group events planned for all interested summer associates.

2022 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

31 Total 1L summer associates at the firm in 2021

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	10	21	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	7	0	0
Black or African-American	2	5	0	0
Hispanic or Latinx	2	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	4	0	0
Two or More Races	1	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	1	0	0
LGBTQ+ Individuals	1	1	0	0
Individuals with Disabilities	0	0	0	0

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?

11

2022 Vault Law Firm Diversity Survey

2L Summer Associates

Did the firm hold a 2L summer program in 2021? **Yes**

81 Total 2L Summer Associates at the Firm in 2021

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	36	45	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	12	0	0
Black or African-American	2	3	0	0
Hispanic or Latinx	2	5	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	26	21	0	0
Two or More Races	3	4	0	0
Other or Unknown	0	0	0	0
Additional Demographics	7	12	0	0
LGBTQ+ Individuals	6	10	0	0
Individuals with Disabilities	1	2	0	0

2L Summer Associates Who Received Offers

80 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	36	44	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	11	0	0
Black or African-American	2	3	0	0
Hispanic or Latinx	2	5	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	26	21	0	0
Two or More Races	3	4	0	0
Other or Unknown	0	0	0	0
Additional Demographics	7	11	0	0
LGBTQ+ Individuals	6	9	0	0
Individuals with Disabilities	1	2	0	0

2L Summer Associates Who Accepted Offers

67 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	34	33	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	6	0	0
Black or African-American	2	2	0	0
Hispanic or Latinx	1	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	25	18	0	0
Two or More Races	3	4	0	0
Other or Unknown	0	0	0	0
Additional Demographics	6	7	0	0
LGBTQ+ Individuals	5	6	0	0
Individuals with Disabilities	1	1	0	0

0

2022 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 2021 were hired through the firm’s diversity scholarship/internship/fellowship program?

28

New Attorneys Hired

251 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	114	136	0	1
American Indian or Alaska Native	0	0	0	0
Asian	13	32	0	0
Black or African-American	5	9	0	0
Hispanic or Latinx	11	9	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	75	73	0	0
Two or More Races	5	6	0	0
Other or Unknown	5	7	0	1
Additional Demographics	13	18	0	0
LGBTQ+ Individuals	11	15	0	0
Individuals with Disabilities	2	3	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:

Launched in 2008, MoFo has over 35 affinity groups across the firm for attorneys of color and other minority attorneys, including women and LGBTQ+ attorneys. Additionally, the firm also has six (6) affinity networks: (1) the Black Affinity Network, (2) the Latinx Affinity Network, (3) the Asian-American Pacific-Islander Network, (4) the LGBTQ+ Affinity Network, (5) the MoFoVets Affinity and Allies Network, and (6) the Disability Affinity and Allies Network.

2022 Vault Law Firm Diversity Survey

Affinity Groups Cont'd

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

Each affinity group is provided with a budget, a partner sponsor, and dedicated support from the D+I Group.

2022 Vault Law Firm Diversity Survey

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:

MoFo hosts two major D+I conferences throughout the calendar year: the Diversity Summit and Change From the Top. The Diversity Summit is a biennial event that gathers our LGBTQ+ and U.S.-based attorneys of color for a two day program showcasing diversity-related trainings, speakers, and panels, with an emphasis on creating opportunities for professional development and building firm relationships and networks. The summit also provides an occasion to update associates on firm-wide diversity, LGBTQ+, and women's initiatives and to solicit feedback.

Change From the Top (CFTT) is a biennial program that invites CEOs and general counsels from organizations across various industries to join MoFo partners in sharing best practices around diversity and inclusion. CFTT was implemented to provide a unique opportunity for leaders across industries to discuss some of the biggest diversity and inclusion-related challenges they currently face, in the hopes of helping organizations create and sustain more inclusive work environments.

In addition to spearheading its own D+I events, MoFo frequently sponsors and partners with diversity-focused organizations to host D+I events.

2022 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?

No

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

2022 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 Associate Committee meets with leadership quarterly to address critical associate concerns.

2022 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?

The firm commemorates dates honoring diversity with targeted programming, affinity group/network events, and social media campaigns recognizing our diverse lawyers and their perspectives on these important cultural dates.

2022 Vault Law Firm Diversity Survey

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

MoFo Navigate is an umbrella initiative that houses all of the firm's mentorship and sponsorship programs. It is supported by trainings on how to get the most out of the mentor relationship and offers sessions in which mentor pairs can meet other mentor pairs and engage in mentoring circle conversations. It encourages collaboration and leverages insight, across departments, geographies, and time to create a support system that responds to the changing needs of attorneys as they grow and develop.

MoFo Navigate is uniquely and specifically designed to promote greater equity and inclusion, and train both mentors and mentees on things like the root causes of attrition and how to mentor more effectively across differences.

2022 Vault Law Firm Diversity Survey

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:

Under MoFo Navigate, U.S.-based underrepresented minority associates in their second year are automatically enrolled in the firm's Diversity Mentoring Program (DMP). The DMP ensures that associates are provided with work assignments, training, mentoring, and other necessary support to allow them the opportunity to be successful while at the firm and beyond.

The MoFo Navigate Sponsorship Initiative is kicked off each year by the chair of the firm and is designed to support and expand sponsorship culture at the firm and highlight diverse and women talent. For our more senior associates approaching partnership, firm leadership, including the firm chair, managing partners, chief D+I officer (CDIO), and department chairs meet in the first quarter of the year to review the senior talent pipeline and discuss and encourage sponsorship. Department chairs are also offered additional resources to support the effective sponsorship of high performing diverse and women talent. The Steering Committees for our Women's and Diverse Strategy Committees then conduct follow-up meetings with department chairs to discuss women and diverse talent within their pipeline and raise awareness around sponsorship resources for those populations.

Even after attorneys are promoted or hired into the partnership, we take an active approach to support their successful integration. Each new diverse or woman partner is assigned a Diversity/Women's Partner Liaison. This person provides a safe space to ask questions about navigating the partnership from the perspective of a diverse or woman partner. They also help facilitate introductions and answer questions specifically related to the firm's commitment to diversity and inclusion.

2022 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

We track the diversity of attorneys performing client pitches and the diversity of attorneys working on new matters.

2022 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
- No** Supports associate participation in other external DEI-related activities, events, or organizations (please describe):

PROMOTION AND ADVANCEMENT

Countering Implicit Bias

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

Yes

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

The firm is committed to providing implicit bias training to all members of our community. In conjunction with training on implicit bias, the D+I team regularly circulates tips on avoiding unconscious bias in performance management prior to evaluations and holds trainings on unconscious bias in feedback. We also conduct regular anti-bias trainings for partners, attorneys, and staff at all levels.

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

The firm conducts upward reviews of the partners based on anonymous feedback from associates and agents, which is administered by the Attorney Development Group on a biannual basis.

2022 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
- Yes** The firm is currently participating in the Mansfield Rule certification process administered by Diversity Lab
- Yes** The firm has instituted other formal processes (please describe):

We've implemented a curriculum of unconscious bias training specific to each of our talent management systems. The D+I team sits in on recruiting debrief sessions at junior levels to actively interrupt any potential for bias to creep into the process.

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:

We have a Counsel role as an alternative to the partner track.

2022 Vault Law Firm Diversity Survey

Homegrown Partners

Please provide the percentage of equity partners at the firm as of December 31, 2021 who started as associates at the firm.

51%

Promotions to Partnership

6 Total Number of Attorneys Promoted to Partner in 2021 (includes promotions effective in 2021, not announced in 2021)

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

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

2022 Vault Law Firm Diversity Survey

Bonuses

Are associate bonuses lockstep or discretionary?

Lockstep

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

N/A

Flex-time Policy

Does the firm have a formal flex-time policy?

Yes

Reduced-hours Policy

Does the firm have a formal reduced-hours policy?

Yes

Partnership Eligibility

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

Yes

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

n/a

2022 Vault Law Firm Diversity Survey

Attorneys Working Reduced Hours

79 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	8	17	0	0
Equity Partners	0	7	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	30	16	0	0
Non-Partner-Track Attorneys	1	0	0	0

WORKING PARENTS

Family-planning Resources

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

If applicable, describe the family-planning resources available:

Our health insurance plans provide up to \$30K in coverage toward infertility testing and treatments, including, but not limited to: AI, IVF, GIFT, and ZIFT. Additionally, the firm offers reimbursement programs for adoption, fertility, and surrogacy expenses that are not otherwise covered by insurance.

2022 Vault Law Firm Diversity Survey

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's parental leave policy distinguish between primary and secondary caregivers?

Yes

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

The only difference between primary and secondary is the ability to take up to eight weeks "secondary" incrementally and spread out over the course of the year. Primary is the requirement that the 22 weeks of fully paid leave be taken in one-week increments. In short, it doesn't correlate to caregiver status, but rather the flexibility added to up to eight weeks (secondary) of leave.

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

22 weeks in whole-week increments

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

Eight weeks in .25 week increments followed by up to 14 weeks in whole-week increments

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

N/A

2022 Vault Law Firm Diversity Survey

Parental Leave Policy

Describe the firm's parental leave policy.

The firm provides 22 weeks of 100% paid time off, with no years of service requirements. Moms and dads can take the full 22 weeks paid, followed by three weeks unpaid baby bonding time, for a total of 25 weeks of leave time. Moms and dads can take the leave in primary or secondary installments, as described above. This allows our attorneys significant flexibility in how one uses the leave time, which extends to up to one year after the birth/adoption/or foster placement of the child. Attorneys receive hours proration for the entire 25-week leave period and are eligible for transition time (50% reduction to hours requirements four weeks before the leave and the four weeks upon returning from leave) if 20+ consecutive weeks of leave are taken.

2022 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.

The firm offers flexible and part-time work arrangements for parents to ease back into work after adding a child to the household. Breastfeeding coaching is offered along with breast milk shipping services for those who need to travel while breastfeeding. We have designated rooms in each office for pumping and storing milk.

During the pandemic, the firm continues to regularly consult with an epidemiologist who provides information sessions regarding the state of the pandemic and vaccination options for children, and also answers questions that parents may have. This has been a valuable resource as we navigate these changing times.

In addition, we offer many webinars and resources to parents discussing child psychology; COVID; school violence; diversity, equity, and inclusion; and coping with the stress of balancing parenthood and work. Over the last year, spearheaded by the Women's Strategy Committee and its Work/Life Taskforce, we have hosted several events to support MoFo working parent employees, including workshops with Daisy Dowling, CEO and founder of WorkParent. Daisy provided tips and strategies on how to succeed on the job, staying true to yourself, and raising happy kids. All employees, including Working Parent ERG members, were offered Daisy's book and encouraged to discuss at their regular meetings. Another well-attended program held early this year was a panel discussion, titled "Partner Panel: Reduced Hours and Parental Leave-How Working Parents Have Succeeded at MoFo."

Our most popular program by far, and launched in the summer of 2021, is our partnership with Keep Company, an organization that provides support for working parents and all caregivers. Initially offered to working mothers, the program has recently expanded to cover all caregivers of any kind, aging parents, family members with disabilities, and other caregiving responsibilities. All attorneys are invited to participate in this 12-week small-group coaching program guided by an expert coach. Attorneys meet biweekly for 90 minutes to get and give support to each other. At this time, 90+ attorneys across our global offices have participated in the program.

2022 Vault Law Firm Diversity Survey

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

Yes Uses gender-neutral pronouns in its policies and materials

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

Yes Other (please elaborate):

In January 2021, we hosted a session by Bernadette Smith of the Equality Institute, titled "Over the Rainbow: Tools to Be an Authentic LGBTQ+ Ally." The session was comprised of defining key terms, digging into policies that affect the LGBTQ+ community, and sharing tools to build allies. The practical and humorous session was designed to inspire employees to become advocates and allies for their LGBTQ+ colleagues and clients.

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

Yes Other (please elaborate):

We celebrate Disability Employment Awareness Month, where we bring in speakers to talk about disability inclusion. This year's speaker will address neurodiversity.

2022 Vault Law Firm Diversity Survey

ATTRITION

Departures among U.S. Associates

126 Total Number of Departures among Associates in 2021:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	67	58	0	1
American Indian or Alaska Native	0	0	0	0
Asian	12	15	0	0
Black or African-American	2	5	0	0
Hispanic or Latinx	6	7	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	42	28	0	0
Two or More Races	5	1	0	0
Other or Unknown	0	2	0	1
Additional Demographics	9	4	0	0
LGBTQ+ Individuals	9	2	0	0
Individuals with Disabilities	0	2	0	0

Departures among U.S. Partners

26 Total Number of Departures among U.S. Partners in 2021:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	17	9	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	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	16	7	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	2	0	0
Individuals with Disabilities	0	0	0	0

0

2022 Vault Law Firm Diversity Survey

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

18 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2021

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	13	5	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	2	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	10	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	1	0	0
LGBTQ+ Individuals	1	1	0	0
Individuals with Disabilities	0	0	0	0

SUCSESSES 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

Achieving Mansfield Certification Plus for the fourth consecutive year. In 2021, we once again achieved Mansfield Certification Plus, becoming one of only 23 law firms to reach this goal for three consecutive years. Mansfield Certification Plus affirms that MoFo successfully reached at least 30 percent women, attorneys of color, LGBTQ+, and lawyers with disabilities in a notable number of current leadership roles and committees.

2022 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

The success of the Wetmore Fellowship. The Keith Wetmore 1L Fellowship for Excellence, Diversity, and Inclusion, now in its 8th year and growing, supports the career advancement of historically underrepresented groups in the legal industry by inviting select first-year law students to join our summer associate class. In 2021, we had 14 fellows in our summer associate program; nearly all will be returning for the 2021 summer program or joining our 2022 first year class. In light of this tremendous retention, our end of 2021 analytics revealed that our 2022 summer class experienced a 93% growth. To date, we have awarded 93 fellowships.

2022 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

The creation of the MoFo Allies Network. The MoFo Allies Network was created in response to the outpouring of interest in diversity and inclusion after the George Floyd killing. MoFo Allies are a group of attorneys who are in large part not a part of a historically underrepresented group, but are committed to taking action to support D+I at the firm by engaging with D+I programming and completing specialized training to serve as mentors to diverse associates. Additionally, MoFo Allies actively participate in D+I recruiting and retention efforts, and reach out to others who have not historically been involved with these topics. The Allies Network serves as a counterpart to our six existing affinity networks: (1) the Black Affinity Network, (2) the Latinx Affinity Network, (3) the Asian American Pacific Islander Affinity Network, (4) the LGBTQ+ Affinity Network, (5) the MoFoVets Affinity and Allies Network, and (6) the Disability Affinity and Allies Network.

2022 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

1.Strategic Recruitment

(1) The expansion of the Keith Wetmore 1L Fellowship for Excellence, Diversity, and Inclusion. The Wetmore Fellowship was previously exclusively for 1Ls, but has since been expanded to afford rising 2L's from historically underrepresented groups the opportunity to join our MoFo summer associate class.

(2) Lateral Hiring. In 2021, MoFo hired a total of 17 lateral partners where: (1) nearly 25% of the lateral partners hired were female; (2) 75% of the lateral partner females hired identify as a minority; and (3) 25% of the lateral partner females hired are from underrepresented minorities. Additionally, female lateral partners were hired into three of the four departments of the firm.

(3) Continued Commitment to Creating and Maintaining an Inclusive Environment. Through MoFo's robust recruitment and mentorship programming, MoFo will continue to try and move the needle forward in addressing and reducing attrition and navigating across differences within the firm.

2022 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

2. Retention Programs and Goals

To support the successful integration and retention of attorneys, as previously noted, the firm created MoFo Navigate, an umbrella initiative that synthesizes all of the firm's mentorship and sponsorship programs. While not launched until January 1, 2022, the brainchild behind MoFo Navigate was birthed in 2021 and was uniquely and specifically designed to promote greater equity and inclusion, and to train both mentors and mentees on issues like the root causes of attrition and how to mentor effectively across differences. It is supported by trainings on how to get the most out of the mentor relationship and offers sessions in which mentor pairs can meet other mentor pairs and engage in mentoring circle conversations.

Embedded within the framework of MoFo Navigate are professional development programs available to our diverse attorneys, such as the DMP and Liaison Program, which was previously referenced. The DMP is our formal Diversity Mentoring Program (DMP), specific to our associates of color, and was designed to increase the retention of underrepresented minority attorneys by matching them with partners who will mentor them through their associate years. The DMP ensures that associates are provided with work assignments, training, mentoring, networking, business development, and other necessary support to afford them the opportunity to be successful while at the firm and beyond. It also requires frequent touchpoints between mentors and mentees, and between mentees and our Diversity + Inclusion (D+I) team, thereby ensuring that both mentors and mentees are engaged on a regular basis. The D+I team reports any associate concerns or accolades to the partners on the Diversity Strategy Steering Committee, firm leadership, and department chairs, in an effort to mitigate common causes of attrition issues, such as a weak sense of belonging and a dearth of information around how to successfully navigate the organization.

The Liaison Program works in concert with the latter objective, by taking an active approach to supporting the successful integration and retention of diverse attorneys after they are promoted or hired into the partnership. As previously noted, each new diverse and/or woman partner is assigned a Diversity/Women's Partner Liaison as part of the MoFo Navigate umbrella. This person provides a safe space to ask questions about navigating the partnership from the perspective of a diverse and/or woman partner. They also help facilitate introductions and answer questions specifically related to the firm's commitment to diversity and inclusion.

2022 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

3. Promotion of women, attorneys of color, LGBTQ+ attorneys, and persons with disabilities

With respect to ensuring equitable representation among our leadership ranks, the MoFo Sponsorship initiative, which was previously referenced, was created to encourage and support a culture of sponsorship, particularly as it relates to our underrepresented minority and women attorneys. For more senior associates approaching partnership, firm leadership, including the firm chair, managing partners, chief D+I officer (CDIO), and department chairs meet in the first quarter of the year to review the senior talent pipeline and discuss and encourage sponsorship. Moreover, the Steering Committees for our Women's and Diverse Strategy Committees conduct follow up meetings with department chairs in quarter three to discuss women and diverse talent within their pipeline and raise awareness around sponsorship. During these meetings, we discuss attorney utilization overall as well as individual progress, mentoring relationships, and sponsorship support for women, LGBTQ+, attorneys of color, and attorneys with disabilities. Firm leadership are also offered additional resources to support the effective sponsorship of high-performing women, LGBTQ+, attorneys of color, and attorneys with disabilities.

2022 Vault Law Firm Diversity Survey

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?

A diverse work environment is critically important not only because our attorneys thrive by working in diverse teams, but because we can provide better solutions to our clients on their most critical business problems. Most of our demographic data is easily found on our website and our published ABA surveys. To really discern what type of team a candidate will be entering, it is important to ask questions that get at this intersection of professional development and client service. Here are a few examples:

- What opportunities will I have to engage with clients as a part of your team?
- What opportunities will I have to learn about the practice/industry that you work in?
- What diversity exists in your specific practice team?
- What diversity do your clients expect on their work teams?
- How successful have you been at hiring, retaining, and promoting diverse attorneys on your team?