



# Success Built on Values

For more than a century, Arnold & Porter's core values have served as a foundation for our strategic and innovative legal services designed to help our clients succeed. Those values – excellence, professionalism, diversity, and public service – are not just buzzwords. They reflect who we are as a firm and ensure we remain committed to seeking creative solutions to the complex legal challenges facing our clients.

Gold certification from Management Leadership for Tomorrow (MLT) Black Equity at Work **(2023)**

Human Rights Campaign Foundation's 2022 Corporate Equality Index  
**(Perfect score for 16<sup>th</sup> year)**

Mansfield Plus Certification  
**(2018-2022)**

Seramount, (*formally known as Working Mother magazine*), **2022** "100 Best Companies for Working Mothers" **(Recognized for the 18<sup>th</sup> consecutive year)**; "Best Law Firms for Women" **(2015-2022)**; "Best Law Firms for Dads" **(2020-2022)**

"100 Best Companies for Working Mothers," **(2001, 2002, 2004-2022)**

Diversity & Flexibility Alliance, "Tipping the Scale" Award **(2022)**

Diversity & Flexibility Alliance, "FlexImpact" Award Honoree **(2021)**

## Arnold & Porter

**Innovative. Integrated. Industry-Focused.**

World-class *regulatory, litigation, and transactional* solutions for your most complex challenges.

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# Arnold & Porter Kaye Scholer LLP

## 2023 Vault Law Firm Diversity Survey



### LEADERSHIP

#### Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Richard Alexander, Chairman of the Firm	White	Male	
Ellen Kaye Fleishhacker, Managing Partner	White	Female	
Michael Daneker, Managing Partner	White	Male	

#### Executive Committee

Total Number of Attorneys on Committee: 23

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>17</b>	<b>6</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	1	0	0
Asian	1	0	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	15	4	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

**2023 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**

Brenda Carr, 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?

**1996**

Total Number of Attorneys on DEI Committee: **10**

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	2	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	2	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	1	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**

**2023 Vault Law Firm Diversity Survey**

**ATTORNEY DEMOGRAPHICS**

**Attorney Headcount**

**986** Total attorneys in U.S. offices

**1,071** Total attorneys worldwide (including all U.S. and global offices)

**U.S. Associates**

**455** Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>217</b>	<b>237</b>	<b>1</b>	<b>0</b>
American Indian or Alaska Native	1	0	0	0
Asian	15	35	0	0
Black or African-American	7	18	1	0
Hispanic or Latinx	11	16	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	168	149	0	0
Two or More Races	13	19	0	0
Other or Unknown	2	0	0	0
<b>Additional Demographics</b>	<b>41</b>	<b>43</b>	<b>2</b>	<b>0</b>
LGBTQ+ Individuals	29	24	1	0
Individuals with Disabilities	12	19	1	0

2023 Vault Law Firm Diversity Survey

U.S. Equity Partners

281 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>197</b>	<b>84</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	1	0	0
Asian	15	7	0	0
Black or African-American	2	5	0	0
Hispanic or Latinx	5	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	168	67	0	0
Two or More Races	5	1	0	0
Other or Unknown	2	1	0	0
<b>Additional Demographics</b>	<b>11</b>	<b>4</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	8	4	0	0
Individuals with Disabilities	3	0	0	0

U.S. Non-Equity Partners

0 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Additional Demographics</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

149 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>102</b>	<b>47</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	1	0	0	0
Asian	1	2	0	0
Black or African-American	0	4	0	0
Hispanic or Latinx	4	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	96	41	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	3	2	0	0
Individuals with Disabilities	5	3	0	0

U.S. Non-Partner-Track Attorneys

73 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>38</b>	<b>35</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	5	8	0	0
Black or African-American	3	1	0	0
Hispanic or Latinx	5	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	24	22	0	0
Two or More Races	0	1	0	0
Other or Unknown	1	1	0	0
<b>Additional Demographics</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	2	3	0	0
Individuals with Disabilities	3	3	0	0

2023 Vault Law Firm Diversity Survey

U.S. Law Clerks

28 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>8</b>	<b>20</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	2	2	0	0
Black or African-American	1	3	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	11	0	0
Two or More Races	0	2	0	0
Other or Unknown	2	1	0	0
<b>Additional Demographics</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	1	3	0	0

U.S. Office Managing Partners

8 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	8	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

**2023 Vault Law Firm Diversity Survey**

**U.S. Hiring Committee**

72 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>34</b>	<b>38</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	2	5	0	0
Black or African-American	0	3	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	29	30	0	0
Two or More Races	2	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	5	1	0	0
Individuals with Disabilities	1	1	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
- No** Gender identity and gender expression
- No** Sexual orientation
- No** 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:

Arnold & Porter has achieved Mansfield Certification Plus status five years in a row (2018-2022), since the program's inception. Certification Plus status indicates that, in addition to meeting baseline certification requirements, the firm successfully met or surpassed the thirty percent (30%) representation threshold in a notable number of current leadership roles.

In addition, a recent distinction we're proud to highlight is that Arnold & Porter is one of only two law firms nationally that participated in the first U.S. company group of Management Leadership for Tomorrow's ("MLT") Black Equity at Work Certification Program. The certification requires participants to develop a 3-year plan to show progress on goals in each of five pillars--each a distinct retention factor (representation, compensation, work environment, business practices, and investments). Arnold & Porter's 3-year plan was approved in 2022 and we achieved Gold Certification in February 2023. Our partnership with MLT is especially novel because it focuses on progress for both attorneys and business professionals. Importantly, the initiatives we launched and advanced as a result of our MLT plan extend benefits to all members of historically underrepresented groups.



**2023 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?

The level of individual involvement, leadership, and action concerning DEI is a criterion in the partner compensation review process. Partners must include a section describing their annual participation with the firm's DEI initiatives in their compensation memorandums.

**2023 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

- 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 cultural assessment or review firm processes

If applicable, describe any other initiatives taken:

**2023 Vault Law Firm Diversity Survey**

**RECRUITMENT AND HIRING**

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**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; Southern University Law Center

**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?

**2023 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
<p><b>Scholarships</b></p> <p>Our Diversity Scholarship program provides \$10,000 scholarships to first-year law students for their second year of law school. Link: <a href="https://www.arnoldporter.com/en/careers/law-students-trainee-solicitors/diversity-opportunities">https://www.arnoldporter.com/en/careers/law-students-trainee-solicitors/diversity-opportunities</a></p>	7

**Internships**

Adobe A2 - A partnership with our client, Adobe, that provides a paid 1L Summer Associate position offering a unique opportunity to spend part of the summer in our San Francisco office and part of the summer in-house at Adobe's headquarters in San Jose. Google Legal Scholars Program - Traditionally underrepresented second year law students spend a week at Google partaking in legal education and career development sessions, and then go on to work with partner law firms in the US for the duration of their summer internship season. The Colorado Pledge to Diversity Summer Clerkship Program is sponsored by the Colorado Pledge to Diversity, and is available to 1Ls attending U. of Colorado, U. of Denver, and U. of Wyoming law schools. NYC Bar Fellowship provides summer clerkships for first-year students to address the under-representation of minority lawyers in law firms and corporate law departments. Link:

**Fellowships**

Our Diversity Fellowship programs in Chicago, Los Angeles, and New York provide paid summer associate positions and up to \$15,000 in scholarships to highly qualified first-year law students who are members of historically underrepresented groups in the legal profession. Link: <https://www.arnoldporter.com/en/careers/law-students-trainee-solicitors/diversity-opportunities>

## **2023 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

National Black Law Students Association Job Fair (Northeast and Western Regions), Cook County Minority Job Fair, Lavender Law Job Fair, Bay Area Diversity Career Fair, and the Southwestern Minority 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.)?

The firm hosts interviewer training which includes a component on combating implicit bias in the recruiting process.

## **2023 Vault Law Firm Diversity Survey**

### **Summer Associates**

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

All summer associates are given formal mentors who consider various factors, including diversity demographics. Summer associates and lawyers belonging to historically underrepresented groups are given the opportunity to connect by attending affinity group meetings and events. Summer associates meet with the Diversity & Inclusion Committee Chairs and the Chief Diversity & Inclusion Officer at the beginning of the summer for an overview of the firm's DEI initiatives. They are invited to all DEI training and engagement/educational programs, like our Juneteenth educational program, our Pride Month program, D&I Office Hours, and our Imposter Syndrome program. The firm also partners with clients to provide career counseling and professional development programs for summer associates belonging to historically underrepresented groups.

**2023 Vault Law Firm Diversity Survey**

**1L Summer Associates**

Does the firm hire 1L summer associates?

Yes

7 Total 1L summer associates at the firm in 2022

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

**Diversity Program Participants**

If applicable, how many of the law students who participated in the firm's 1L summer associate program in 2021 (2 years ago) were hired through the firm's diversity scholarship/internship/fellowship program?

7

2023 Vault Law Firm Diversity Survey

2L Summer Associates

Did the firm hold a 2L summer program in 2022? Yes

63 Total 2L Summer Associates at the Firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>28</b>	<b>35</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	1	0	0
Asian	4	3	0	0
Black or African-American	1	6	0	0
Hispanic or Latinx	2	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	19	18	0	0
Two or More Races	1	4	0	0
Other or Unknown	1	0	0	0
<b>Additional Demographics</b>	<b>7</b>	<b>16</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	2	9	0	0
Individuals with Disabilities	5	7	0	0

2L Summer Associates Who Received Offers

63 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>28</b>	<b>35</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	1	0	0
Asian	4	3	0	0
Black or African-American	1	6	0	0
Hispanic or Latinx	2	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	19	18	0	0
Two or More Races	1	4	0	0
Other or Unknown	1	0	0	0
<b>Additional Demographics</b>	<b>7</b>	<b>16</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	2	9	0	0
Individuals with Disabilities	5	7	0	0

2L Summer Associates Who Accepted Offers

50 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>20</b>	<b>30</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	1	0	0
Asian	2	3	0	0
Black or African-American	1	3	0	0
Hispanic or Latinx	1	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	15	17	0	0
Two or More Races	1	4	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>4</b>	<b>13</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	1	8	0	0
Individuals with Disabilities	3	5	0	0

0



**2023 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 2022 were hired through the firm’s diversity scholarship/internship/fellowship program?

6

**New Attorneys Hired**

151 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>68</b>	<b>83</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	1	0	0	0
Asian	4	14	0	0
Black or African-American	3	10	0	0
Hispanic or Latinx	7	6	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	46	47	0	0
Two or More Races	2	5	0	0
Other or Unknown	5	1	0	0
<b>Additional Demographics</b>	<b>11</b>	<b>15</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	8	8	0	0
Individuals with Disabilities	3	7	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:

**2023 Vault Law Firm Diversity Survey**

**CULTURE AND COMMUNITY**

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**Affinity Groups**

Does the firm have internal affinity groups or networks?

**Yes**

If yes, list the firm's affinity groups:

APCares (parents and caregivers); Attorney Community Championing Our Racial Diversity (ACCORD); Black Attorneys of ACCORD Caucus (BLAC); First Generation Network; Pride (LGBTQ+ attorneys); Veterans and Affiliates Leadership Organization (VALOR); Women's Initiative for Success and Empowerment (WISE). The firm also has three other affinity groups that focus exclusively on administrative/business professionals.

## **2023 Vault Law Firm Diversity Survey**

### **Affinity Groups Cont'd**

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

Our affinity groups are essential to our retention and advancement strategy and integral to firm life for many attorneys. The firm supports various professional development, business development, and networking (external and internal) opportunities. The firm also supports affinity groups by promoting events on the firm's social media channels, and offering a platform through our monthly Diversity & Inclusion Newsletter to share their voices, stories, and traditions firmwide. Other opportunities include, but are not limited to, education programs and sponsorships of external conferences hosted by organizations such as Charting Your Own Course, Corporate Counsel Women of Color, Hispanic National Bar Association, National Bar Association, The National LGBTQ+ Bar Association, National Asian Pacific American Bar Association, and National Association of Women Lawyers. We host a joint biennial retreat for our BIPOC and LGBTQ+ lawyers, community service projects, and social events that promote networking and foster connectedness.

**2023 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:

The firm hosts retreats for its BIPOC and LGBTQ+ affinity groups, usually biennially. We will host our next retreat in August 2023. The joint retreat enables both affinity groups to hear and discuss the issues impacting their communities and to gain a deeper understanding of the intersections and differences in their experiences. Lawyers from across the firm (internationally) gather for the three-day conference (composed of two days for each group, including one joint program day). The firm periodically hosts a firm-wide retreat for women partners and counsel focused on leadership, collaborative business development, and networking.

**2023 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:

**2023 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 Committee of Associates ("CofA") serves as a non-exclusive conduit for communication between firm management and associates. The CofA meets regularly with the firm's Chief Operating Officer and Co-Managing Partners, to discuss issues affecting associates at the firm.

**2023 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 a number of recognition months and days honoring diversity, including but not limited to: Black History Month; BIPOC Mental Health Awareness Month; Celebrate Diversity Month; Women's History Month; International Women's Day; Asian American, Native Hawaiian, and Pacific Islander Heritage Month; Pride Month; Juneteenth; Disability Pride Month; Hispanic Heritage Month; Native American Heritage Month; National Disability Employment Awareness Month; and Veterans Day. Our commemorations include educational programs and social events which are generally open to all Arnold & Porter employees, alumni, clients, and friends of the firm. We also create and share messages on our intranet and social media platforms to engage with internal and external stakeholders. In addition, since 2020, Juneteenth has been a permanent firm-wide holiday. We also have an electronic monthly Diversity & Inclusion Newsletter to share educational resources about each recognition and day honoring diversity.

**2023 Vault Law Firm Diversity Survey**

**NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT**

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**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

Each of our affinity groups for BIPOC, LGBTQ+, and Women attorneys has a mentoring component, connecting associate members with senior attorneys. The firm also has a sponsorship program focused on associate cohorts that pairs them with senior partners at the firm.



## 2023 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:

In March 2022, Arnold & Porter piloted the Executive Leadership Academy ("APEX"), a two-year program supporting newly promoted and hired partners and counsel with successful transitions into their new roles. APEX's inaugural class was composed of partners and counsel promoted between 2019 and 2022--a cohort of 76 people, including new laterals from the government, of which more than 60% are women, BIPOC, and LGBTQ+ attorneys.

The APEX pilot was a success, and the firm plans to offer the program annually to each new cohort of partners and counsel. APEX is unique in providing an integrated approach to leadership development. Among other key components, the program includes a comprehensive learning curriculum with sequenced modules that build crucial knowledge and skills on topics such as law firm economics, effective networking, time management, and "finding your voice."

The APEX program is delivered by a carefully selected assemblage of guest speakers, industry consultants, and internal firm leaders, giving each participant critical access to legal industry leaders and advisors. Further, the APEX cohort itself nurtures peer connection, affinity, and support among participants.

In early 2022, Arnold & Porter formed another professional development program following the convening of firm leadership as a working group to focus on the advancement of women partners. The working group's mandate included identifying prevalent issues related to the advancement of women partners and developing a set of recommendations for the firm to implement in 2022 and 2023. To inform the working group's recommendations, numerous focus groups and individual interviews were conducted with the women partners at the firm. Through the diligent efforts of the working group, we had nearly a 90% participation rate for the women partners. The firm has been implementing various recommendations from the working group, including one new key initiative described below.

Recognizing there are differentiated opportunities and challenges for partners after they have been in practice for several years, in October 2022, we launched our Women Partners Leadership & Business Development Program. The 10-month program combines virtual and in-person sessions tailored for women in their 5th to 10th years as firm partners. The inaugural cohort of 11 women partners meets monthly for education sessions on topics such as "What's Next: Moving from Reactionary to Visionary," "Personal Branding and Your Unique Value Proposition," and "Leadership Communication for Influence."

We continue to concentrate our attention on the retention and advancement Black attorneys at the firm. In particular, this year we executed several key elements of our Black Attorney Retention and Advancement ("BARA") plan.

## 2023 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 firm's staffing processes are specific to each Practice Group with the basic concept of a centralized staffing system. The larger practice groups utilize a staffing committee who work with practice management in the distribution of assignments. The assignments are allocated to best meet client needs, provide opportunities for associate development and training, and account for workload balance and experience in a transparent and equitable system. Hours are monitored daily with frequent, direct associate touchpoints. Staffing partners or staffing committees meet weekly or monthly to flag any particular issues to raise with practice leadership or firm management as appropriate.

**2023 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):

We sponsor several conferences and leadership programs that augment our internal professional development opportunities and expand our diverse attorneys' networks. Among other meetings and programs, our attorneys participate in the Corporate Counsel Women of Color Conference, the Corporate Counsel Men of Color Conference, the Chart Your Own Course Conference, the Lavender Law Conference, the Leadership Council on Legal Diversity's Fellows and Pathfinders programs, the National Asian Pacific American Bar Association Annual Conference, the National Bar Association Annual Convention, the Hispanic National Bar Association Annual Convention, the New York City Bar Associate Leadership Institute, and the National Lesbian, Gay, Bisexual, and Transgender Bar Annual Conference.

The Firm also partners with bar associations and other legal organizations to host events that advance diversity within the legal profession, and pays for each associate to join two bar associations chosen at the discretion of the associate.

**2023 Vault Law Firm Diversity Survey**

**PROMOTION AND ADVANCEMENT**

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**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

Arnold & Porter is committed to mitigating bias in work allocation, performance reviews, and promotions. The firm takes several steps to interrupt potential bias in these processes. The following are several examples.

- oConduct periodic training for attorneys, including members of the evaluation and promotions committees and staff, about how implicit bias can infiltrate all aspects of talent management and development systems.

- oReview each associate's written annual performance evaluation for biased language and ensure that individual attorney reviews that do not align with the overall tenure of the evaluation are given close attention.

- oEnsure that practice management and the assigning partners for each practice group work together to align associate professional development needs with available opportunities.

- oReview and analyze associate utilization and productivity reports to address any concerning trends.

- oUtilize internal career counselors, who are embedded in the Talent Team, and have regular confidential conversations with associates to gather information in the aggregate about associate experiences and ensure that they can address concerns or negative trends.

**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

**2023 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? **No**

**Alternatives to Partnership**

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

If applicable, describe the alternatives to partnership:

Consistent with the needs of practice groups, some attorneys may be eligible to continue at the firm with the title of senior attorney, policy advisor, or counsel.

**2023 Vault Law Firm Diversity Survey**

**Homegrown Partners**

Please provide the percentage of equity partners at the firm as of December 31, 2022 who started as associates at the firm.

**66%**

**Promotions to Partnership**

**14** Total Number of Attorneys Promoted to Partner in 2022 (includes promotions effective in 2022, not announced in 2022)

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

**200**

**Compensation**

Are associate salaries lockstep or discretionary?

**Hybrid**

**2023 Vault Law Firm Diversity Survey**

**Bonuses**

Are associate bonuses lockstep or discretionary?

**Hybrid**

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

No.

**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:

Part-time/reduced-hours/flex-time associates and counsel are eligible for election to the partnership, and have been elected partner while working part-time. Working part-time may extend the period before an attorney is elected partner, depending on the length of time someone works part-time and their specific part-time schedule. Part-time advisors are available to provide advice and support for attorneys who work or are considering alternative arrangements.

**2023 Vault Law Firm Diversity Survey**

**Attorneys Working Reduced Hours**

71 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	8	14	0	0
Equity Partners	8	6	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	13	14	0	0
Non-Partner-Track Attorneys	1	7	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:

In addition to reimbursement for in-vitro fertilization, employees are eligible to receive up to \$40,000 of infertility services. Some of the services included are: Assisted Reproductive Technologies (ART), Frozen Embryo Transfer cycle including the associated cryopreservation and storage of embryos, egg freezing, ICSI (intracytoplasmic sperm injection), insemination procedures (artificial insemination (AI) and intrauterine insemination (IUI), embryo transportation related disruption, ovulation induction (or controlled ovarian stimulation), Testicular Sperm Aspiration/Microsurgical Epididymal Sperm Aspiration (TESA/MESA).



**2023 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?

More paid leave is given to the primary caregiver

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

18

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

8

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

N/A

**2023 Vault Law Firm Diversity Survey**

**Parental Leave Policy**

Describe the firm's parental leave policy.

We offer gender neutral benefits with no waiting/elimination period. The primary caregiver (PC) of newborn/adopted child is eligible for 18 wks. (20 wks. if child is born through c-section) of 100% paid leave. The PC may take an additional 6 wks. of paid/unpaid leave for a total of up to 26 wks. of job guaranteed time off. Attorneys may use unpaid leave to extend their leave for up to 1 year. The secondary caregiver (SC) of a newborn/adopted child is eligible for 12 wks. of 100% paid leave. If the SC becomes the PC, they are eligible for an additional 4 wks. of 100% paid leave for a total of 16 wks. of paid leave. Leave is prorated for PT employees. We provide \$10,000 reimbursement for adoption and surrogate expenses with no lifetime maximum benefit.

## 2023 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.

Our parental leave policy, our caregiver-focused affinity group, nursing rooms, onsite Children's Center and the augmentation of benefits and resources are all in direct support of parents. In addition, through our Employee Assistance Program, and partnerships with other providers, we have external resources and education programs for parents with children ages three months through college. These resources include 15 free days per family of backup child care, a tuition discount at participating high-quality care centers nationwide, access to premium tutoring and test prep at a discounted rate, and educational webinars to address a variety of concerns relevant to parents. Employees also receive discounted rates on one of the largest virtual live learning platforms. A new benefit for all US Partners/employees is the SNOO Smart Sleeper Rental Program. The SNOO Smart Sleeper is a responsive "smart" bassinet to be used during the first six months of the baby's life that boosts sleep for babies and parents. It has proven to provide better health and overall happiness for babies. Its quick response often calms babies in under a minute, and their "five-second swaddle" reduces dangerous rolling.

Our firm-wide hybrid work policy, implemented in the summer of 2021, allows almost all employees to work 50% of their monthly workdays remotely. With our new policy, we sought to balance the benefits and flexibility that remote working options provide with the critical opportunities that in-person connectivity provides for engagement and professional development. As we embrace full hybrid implementation, we know that this flexibility is invaluable to working parents.

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**2023 Vault Law Firm Diversity Survey**

**INCLUSIVENESS AND ACCESSIBILITY**

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**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

**Yes** Other (please elaborate):

We are in the process of ensuring that every US office has gender neutral restrooms/facilities. Per firm policy, all employees have a right to safe and appropriate restroom facilities, including the right to use a restroom that corresponds to the employee's gender identity, regardless of the employee's sex assigned at birth. (2.2c in employee handbook)

**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):

Arnold & Porter fully complies with the American with Disabilities Act of 1990 ("ADA"), and all local government rules and regulations, to help ensure our buildings and office spaces are accessible for attorneys and business professionals with disabilities

2023 Vault Law Firm Diversity Survey

ATTRITION

Departures among U.S. Associates

88 Total Number of Departures among Associates in 2022:

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>45</b>	<b>43</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	4	12	0	0
Black or African-American	3	1	0	0
Hispanic or Latinx	3	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	32	24	0	0
Two or More Races	2	4	0	0
Other or Unknown	1	0	0	0
<b>Additional Demographics</b>	<b>8</b>	<b>6</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	6	4	0	0
Individuals with Disabilities	2	2	0	0

Departures among U.S. Partners

12 Total Number of Departures among U.S. Partners in 2022:

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>0</b>
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	9	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

0

**2023 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 2022

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>0</b>
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	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	11	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

**2023 Vault Law Firm Diversity Survey**

**SUCSESSES AND PRIORITIES**

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**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**

**Leadership**

Arnold & Porter remains committed to diversifying its leadership ranks. While we've made great progress, we understand there is more work to be done. Two of our recent Co-Managing Partner appointments have been women, with Ellen Fleishhacker currently serving as a firmwide Co-Managing Partner, the first to do so from our San Francisco office.

Effective January 1, 2023, women comprised 32% of the firm's Policy & Management Committee members, 50% of the Partner Compensation Committee, and 50% of the Promotions Evaluation Committee. Over the past year, we have also increased the number of women who chair or co-chair our firm-wide practice groups to 40%; women currently lead the following groups: Antitrust, Consumer Products, Government Contracts, Intellectual Property, International Arbitration, Life Sciences and Healthcare Regulatory, Privacy, Product Liability, Securities and Enforcement Litigation, Real Estate, Tax, Telecommunications, and White Collar. In addition, 37% of the firm's C-Suite team self-identify as women, and 37% self-identify as BIPOC.

## 2023 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

##### Enhanced Diversity & Inclusion Infrastructure

Throughout 2022, the number of the firm's dedicated DEI professionals continued to grow. Approved in 2021 and implemented in the first half of 2022, the firm created and hired two new positions: a D&I and Pro Bono Marketing Manager and a Pro Bono Counsel focused on racial equity and justice. A Director of Diversity & Inclusion role was filled in Q4 2022 a 3. In all, the number of professionals focusing on diversity and inclusion has more than doubled in two years, with a team of seven full-time DEI professionals and three hybrid DEI professionals as of the end of 2022. These additional investments in personnel enhance the firm's ability to develop and administer its DEI initiatives and projects.



## **2023 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**

##### **Meaningful Feedback**

As part of Arnold & Porter's focus on enhancing culture, improving retention, and tracking differences in workplace experience across social identity dimensions, the firm developed and deployed a firm-wide Engagement Survey. The Engagement Survey allows the firm to gain insight into the performance of the organization beyond a financial lens, focusing on employee experience and well-being. It also enables Arnold & Porter to measure the impact of certain initiatives and serves as a tool to identify areas of improvement, providing attorneys and professional staff with an additional outlet to weigh in on areas of importance, to offer constructive feedback, and to raise concerns anonymously. The Engagement Survey closed in January 2023 and key insights and plans will be shared through the balance of the year.

**2023 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) Inclusion: Cultivating a community that embraces a growth mindset approach is essential to (1) maintain and enhance our inclusive culture and (2) support our ongoing efforts to recruit, retain, and advance a diverse community of attorneys. As external realities and pressures encourage individuals to discount the importance of diversity, equity, and inclusion, we must strengthen our commitment to inclusion through formal and informal education opportunities for the entire Arnold & Porter community and regular review of firm processes and procedures that may impact inclusion and accessibility. In addition, as we continue navigating the repercussions of the global pandemic, Arnold & Porter remains steadfast in its efforts to mitigate the impact the pandemic has had--and continues to have--on various segments of our community. The firm also promotes inclusion through its expanded affinity groups and networks which support administrative professionals and attorneys at the firm. And based on the feedback from our firm-wide Engagement Survey, the firm will identify areas of continued improvement and opportunities to enhance the experiences of attorneys and professional staff.

## **2023 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 and (3) Advancement: Arnold & Porter is firmly focused on retention and advancement efforts and continues to pursue a multitude of outlets, resources, and methods for retaining attorneys over the span of their careers and ensuring their readiness to advance and take on leadership roles. Examples of some of these efforts include the following.

The reinvigoration of two important attorney networks -- our parent and caregiver affinity group and our first-generation professional affinity group -- is another critical investment. Each of these groups impacts a broad cross-section of attorneys. From ensuring that first-generation professionals understand how to navigate the norms and expectations of the legal industry and corporate law to complicated dynamics that parents and caregivers navigate when they work to meet -- often competing -- personal and professional demands, the nuanced challenges that present for these two communities are essential to address. Identifying and tackling the needs of these two communities is crucial to our ability to maintain and advance a diverse group of talented lawyers.

In conjunction with the firm's Black Attorney Retention and Advancement plan, the firm has a three-year partnership with Management Leadership for Tomorrow focused on advancing Black Equity internally and externally. The three-year plan focuses on five pillars - representation, workplace culture, pay/benefits, just business practices, and just community investment.

## **2023 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**

At the beginning of 2022, leadership convened a working group to focus on the advancement of women partners. The working group's mandate included identifying prevalent issues related to the advancement of women partners and developing a set of actions that would address the growth opportunities and improvement areas identified by the working group. Through the diligent efforts of the working group, nearly 90% of women partners provided feedback on their experiences. The firm has begun and will continue to implement various recommendations from the working group, including one new key initiative described below.

Recognizing there are differentiated opportunities and challenges for partners after they have been in practice for several years, in October 2022, the firm launched the Women Partners Leadership & Business Development Program. The 10-month program combines virtual and in-person sessions tailored for women in their 5th to 10th years as partners. The inaugural cohort of 11 women partners meets monthly for education sessions on topics such as "What's Next: Moving from Reactionary to Visionary," "Personal Branding and Your Unique Value Proposition," and "Leadership Communication for Influence."

We take a holistic approach to our DEI efforts, and these representative examples are a mere subset of the retention and advancement efforts aimed at supporting equity across stakeholder groups at the firm.

**2023 Vault Law Firm Diversity Survey**

**ADVICE TO CANDIDATES**

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**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?

Many of our candidates find it helpful to talk to as many attorneys as possible about their experience at a firm, including firm alumni. While statistics and DEI programs shared on a website are helpful, they only tell part of the story. The firm's holistic approach, including how it integrates diversity, equity, and inclusion into its initiatives for its workforce, often has the greatest impact on a firm's culture.

When you consider DEI programs focused on recruitment, retention, and advancement, ensure you ask and understand how the attorneys describe their individual involvement and experiences with the programs. These considerations are an impactful barometer of the firm's environment and its commitment to diversity, equity, and inclusion.