

THINKING DIFFERENTLY ABOUT LEGAL CAREERS

Orrick's Racial Justice Fellowship Program gives five experienced team members the opportunity to devote a year to advancing justice and equity in our communities.

Nathelie Ashby, a member of our public finance team, is embedded with Common Future, an innovative community-lending fund, to help close the racial wealth gap.

"I really want to be making an impact on things that are important to me and for people who look like me," Nathelie said. "This fellowship gives me a chance to do that and to use my legal expertise and my legal skills to make a difference for those without access to capital."



Fortune 100 Best Companies to Work For
8 years in a row

Top 5 for Pro Bono Impact - *The American Lawyer*
6 years in a row

No. 1 for Career Agency - Yale Law Women
2 Years in a Row

Learn more at orrick.com/fellows.



Orrick, Herrington & Sutcliffe LLP

2023 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Mitch Zuklie, Chairman	White	Male	

Executive Committee

Total Number of Attorneys on Committee: 18

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	9	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	1	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	7	7	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

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DEI Professional

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

Yes

Name and Title

Lorraine McGowen, Partner, Partner-in-Charge, DEI

Sheryl Garko, Partner, Chair, Women's Initiative

Eugene Clark-Herrera, Partner, Co-Chair, DEI -- Talent Initiatives

John Palmer, Partner, Co-Chair, DEI -- Community & Inclusion

Aravind Swaminathan, Partner, Co-Chair, DEI -- Client Relations

DEI Committee

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

In what year was the committee formed?

1990

Total Number of Attorneys on DEI Committee: 33

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	17	16	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	4	0	0
Black or African-American	4	2	0	0
Hispanic or Latinx	2	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	5	7	0	0
Two or More Races	2	3	0	0
Other or Unknown	0	0	0	0
Additional Demographics	5	4	0	0
LGBTQ+ Individuals	5	4	0	0
Individuals with Disabilities	0	0	0	0

The numbers referenced above reflect our DE&I Chairs. Our local office Diversity Committees are open to all lawyers.

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

970 Total attorneys in U.S. offices

1,312 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

481 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	225	256	0	0
American Indian or Alaska Native	1	0	0	0
Asian	30	47	0	0
Black or African-American	12	21	0	0
Hispanic or Latinx	15	16	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	133	138	0	0
Two or More Races	15	25	0	0
Other or Unknown	19	9	0	0
Additional Demographics	28	24	0	0
LGBTQ+ Individuals	27	20	0	0
Individuals with Disabilities	1	4	0	0

Some associates have self-ID as Middle Eastern/North African "MENA," as instructed we have counted them in the White category.

2023 Vault Law Firm Diversity Survey

U.S. Equity Partners

318 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	222	96	0	0
American Indian or Alaska Native	1	1	0	0
Asian	21	16	0	0
Black or African-American	8	1	0	0
Hispanic or Latinx	6	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	172	74	0	0
Two or More Races	2	2	0	0
Other or Unknown	12	2	0	0
Additional Demographics	10	3	0	0
LGBTQ+ Individuals	10	3	0	0
Individuals with Disabilities	0	0	0	0

Some partners have self-ID as Middle Eastern/North African "MENA," as instructed we have counted them in the White category.

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

2023 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

84 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	48	36	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	8	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	2	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	38	25	0	0
Two or More Races	1	1	0	0
Other or Unknown	4	0	0	0
Additional Demographics	1	2	0	0
LGBTQ+ Individuals	1	2	0	0
Individuals with Disabilities	0	0	0	0

One of counsel has self-ID as Middle Eastern/North African "MENA," as instructed we have counted her in the White category.

U.S. Non-Partner-Track Attorneys

75 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	39	36	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	3	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	2	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	30	29	0	0
Two or More Races	0	1	0	0
Other or Unknown	5	1	0	0
Additional Demographics	0	3	0	0
LGBTQ+ Individuals	0	3	0	0
Individuals with Disabilities	0	0	0	0

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U.S. Law Clerks

12 Total Law Clerks

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

U.S. Office Managing Partners

15 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	11	4	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	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	0	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	0	0	0	0

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U.S. Hiring Committee

41 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	20	21	0	0
American Indian or Alaska Native	0	1	0	0
Asian	3	4	0	0
Black or African-American	3	1	0	0
Hispanic or Latinx	4	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	11	0	0
Two or More Races	1	3	0	0
Other or Unknown	2	0	0	0
Additional Demographics	2	1	0	0
LGBTQ+ Individuals	2	1	0	0
Individuals with Disabilities	0	0	0	0

Some lawyers have self-ID as Middle Eastern/North African "MENA," as instructed we have counted them in the White category.

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:

We have publicly stated our goal to be the most diverse and inclusive firm among our Tech & Innovation, Energy and Infrastructure and Finance law firm peers. We work toward that goal by focusing in three areas: i) at our firm, ii) with our clients, and iii) in our communities. We measure progress through the diversity of our leadership team, partnership, client teams and summer associate classes.

Recruitment. As a signatory of the Diversity Lab's Mansfield Rule, we pledged to consider a diverse candidate pool. We have ensured that our candidate pools for hires (as well as leadership and governance roles, equity partner promotions, formal client pitch opportunities and senior lateral positions) comprise at least 30% women, lawyers of color, LGBTQ+ lawyers and lawyers with disabilities. In 2022, 92% of our U.S. summer associates were diverse. Over the past five years, 73% of lateral associate hires and half of lateral partner hires in the United States have been diverse and/or women. To ensure the next generation of our leadership is diverse, we participate in several diverse recruitment and fellowship programs, in addition to diverse career fairs, that are having an impact. We detail these programs, including our innovative "Split-Summer" diverse 1L summer associate program, partnerships with national collaboratives, and our participation in Legal Innovators (a diverse pipeline initiative) in our response to the "Successes and Priorities" section.

Retention. A few of the distinctive ways we promote retention include our leadership pipeline programs, our Senior Leader Ally Sponsor Program, a robust "Stay" interview (as opposed to "Exit" interview) process, exceptional support for parents, an emphasis on mental health and wellness and flexible working options. We have also introduced the "Residency @Orrick," a new program that reimagines the way we onboard, integrate and train our first-year lawyers -- with special attention to individual and diverse needs. Details of this and other programs are described further within the "Successes and Priorities" section of this response.

Promotion. For the last eight years, 57% of our new partner classes have been diverse and/or women. To increase diversity in promotions (whether to partner or through associate levels), we offer our Senior Leader Ally Sponsor Program, use bias interrupters to ensure fair and equitable access to client work assignments, provide access to market-leading training and retreats, and promote DEI credit within our firm (to reinforce the importance of work on DEI initiatives and ensure that no one on our team has to choose between client work and investment in DEI, we offer up to 50 hours of bonus-eligible time for these efforts). Increasing access to our most valued

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?

We consider a partner's contribution to DEI goals in assessing that partner's overall contribution. Our annual compensation memo and business plan require each partner to report on efforts to advance the success of diverse lawyers. Leaders of our DEI initiatives report to the Board on partners who are most helpful to advancing our DEI strategy.

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DEI Training

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

- 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
- 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

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, NC Central and 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.)

Yes

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

We recruit at a number of private and public law schools and also participate in their diversity recruiting events. The schools include: American University, Boston College, Boston University, Brigham Young University, Columbia University, Cornell, Duke University, Fordham University, George Mason, George Washington University, Georgetown University, Harvard University, Howard University, Miami Law, NC Central, New York Law School, New York University, Northwestern, Notre Dame, Rutgers, Santa Clara University, Seton Hall, Southern University Law Center, St. Johns, Stanford University, Suffolk, University of California-Berkeley, University of California-Davis, University of California-Irvine, University of California-Los Angeles, University of California-San Francisco, University of Houston, University of Maryland, University of Michigan, University of North Carolina, University of Pennsylvania, University of Southern California, University of Texas, University of the Pacific McGeorge, University of Virginia, Washington University, William & Mary, and Yale.

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Scholarships

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

Yes

If yes, provide the following:

Description, opportunities available, and link	Number awarded in 2021
Scholarships	

Link:

Internships

Link:

Fellowships

In 2022, we offered 15 1L Summer Associate Fellowships to diverse law students. Our fellowships are through various collectives -- Law in Technology Diversity Collaborative, Gregoire Fellowship, UC San Francisco Center for Business Law Scholars Program, LatinoJustice, and Orrick's own Sector Fellowships. Link: www.orrick.com/Community/Diversity-Equity-and-Inclusion 15

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Career Fairs

Does the firm participate in legal diversity career fairs?

Yes

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

Past fairs have included the East and West Coast Black Law Student's Association Career Fairs, National LGBTQ+ Bar Association's Lavender Law Conference and Career Fair, Orrick-founded Bay Area Diversity Career Fair (19th year) and Orrick-founded Veteran's Legal Career Fair (9th year).

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.)?

Prior to the start of our interview season, our interviewers attend multiple training sessions. One of our sessions, hosted by our partners from Move the Needle, focuses on combating bias by encouraging attorneys to ask standardized questions at the screening and callback interview stages. We also ask our interviewers to ask behavioral interview questions.

2023 Vault Law Firm Diversity Survey

Summer Associates

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

In addition to attending specific diversity recruiting events at our target schools, we introduce our affinity group and forum members to students throughout the interview process. At the callback stage, we do our best to have a diverse interviewing slate. Once a student receives an offer, we start to make a connection with our affinity groups. In Summer 2023, we offered affinity group mentors, in addition to partner and associate mentors, to summers who requested one. The summer program also has numerous trainings, events and networking opportunities focused on DEI for all our summer associates, on a national and local level, including events and programming hosted by our national and local DEI committees.

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1L Summer Associates

Does the firm hire 1L summer associates?

Yes

22 Total 1L summer associates at the firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	5	17	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	5	0	0
Black or African-American	2	6	0	0
Hispanic or Latinx	1	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	2	0	0
LGBTQ+ Individuals	0	1	0	0
Individuals with Disabilities	0	1	0	0

Some summers have self-ID as Middle Eastern/North African "MENA," as instructed, we have counted them in the White category.

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?

15

2023 Vault Law Firm Diversity Survey

2L Summer Associates

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

60 Total 2L Summer Associates at the Firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	22	38	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	10	0	0
Black or African-American	2	6	0	0
Hispanic or Latinx	0	6	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	11	10	0	0
Two or More Races	7	6	0	0
Other or Unknown	0	0	0	0
Additional Demographics	4	4	0	0
LGBTQ+ Individuals	4	3	0	0
Individuals with Disabilities	0	1	0	0

2L Summer Associates Who Received Offers

58 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	21	37	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	10	0	0
Black or African-American	2	5	0	0
Hispanic or Latinx	0	6	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	10	0	0
Two or More Races	7	6	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	3	0	0
LGBTQ+ Individuals	3	2	0	0
Individuals with Disabilities	0	1	0	0

2L Summer Associates Who Accepted Offers

40 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	17	23	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	6	0	0
Black or African-American	2	4	0	0
Hispanic or Latinx	0	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	7	0	0
Two or More Races	4	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	2	0	0
LGBTQ+ Individuals	3	1	0	0
Individuals with Disabilities	0	1	0	0

Some summers have self-ID as Middle Eastern/North African "MENA," as instructed, we have counted them in the White category.

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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?

1

New Attorneys Hired

143 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	62	81	0	0
American Indian or Alaska Native	0	0	0	0
Asian	10	20	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	42	45	0	0
Two or More Races	1	5	0	0
Other or Unknown	5	3	0	0
Additional Demographics	11	10	0	0
LGBTQ+ Individuals	10	10	0	0
Individuals with Disabilities	1	0	0	0

Some lawyers have self-ID as Middle Eastern/North African "MENA," as instructed we have counted them in the White category.

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

Affinity Groups

Does the firm have internal affinity groups or networks?

Yes

If yes, list the firm's affinity groups:

Asian Pacific Attorneys Affinity Group, Black Lawyers of Orrick, DiversAbility Network, Black Affinity Group (for European lawyers, professional staff, and allies), First Generation Lawyers, Inspire Affinity Group (for European lawyers and professionals from diverse ethnic communities), LGBTQ+ Attorney Affinity Group, Middle Eastern / North African Attorney Affinity Group, Orrick Latinx Attorneys, Parents' Forum, Professionals of Color Network, Professional PRIDE Network, Professional Women's Network, South Asian Affinity Group, Veterans' Forum, and Women's Initiative.

2023 Vault Law Firm Diversity Survey

Affinity Groups Cont'd

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

We provide training, budget and administrative support for our affinity groups, forums, and networks, including assistance with scheduling meetings, drafting email communications, hosting events (such as our Attorneys of Color Retreat and our LGBTQ+ Attorney Retreat, Inclusion Conversation Series, heritage month celebrations, etc.), addressing issues important to affinity group, forum, and network members, and identifying opportunities for collaboration. We also work closely with each group to support their recruitment, professional development, relationship building and business development efforts. In addition, our Talent and DEI teams provide coaching to members of our affinity groups, forums, and networks.

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:

We host an Attorneys of Color Retreat, an LGBTQ+ Attorneys Retreat and a Partners of Color Retreat. These events focus on relationship building, professional development, business development and community.

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Reverse Mentoring

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

Yes

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

While not a formal program, we've long acknowledged that mentoring is a two-way street, and we celebrate reverse mentoring by showcasing the many ways in which mentoring relationships benefit mentors as well as mentees. Additionally, all incoming associates are paired with an associate mentor (O-Advisor), to help with integration into the firm.

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:

Our U.S. Associates Committee includes at least one member from each office, as well as remote attorneys. The chair and vice chair liaise with firm management on a regular basis regarding firm initiatives and topics that are top-of-mind for our team.

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?

At Orrick, we commemorate important dates honoring diversity in a variety of ways. We host events on both a firmwide and office level, circulate awareness-raising communications and support celebrations hosted by offices, DEI committees and affinity groups, forums, and networks.

*We have celebrated Black History Month with a conversation with Congresswoman Terri Sewell as well as with video sharing conversations with Black members of our community. This year, our program included a conversation with Bruce Jackson, Associate General Counsel at Microsoft.

*We commemorated Women's History Month with a firmwide communication as well as a panel discussion focused on leadership.

*In recognition of Asian Pacific Heritage Month, we hosted a conversation with Jo-Ann Yoo, Executive Director of the nonprofit Asian American Federation, and Kal Penn, an actor and writer. We also created and shared a video celebrating affinity and featuring Asian members of our community. Most recently, we hosted fireside chats with filmmaker Baldwin Chiu the founder of Girls Who Code and CEO and founder of Moms First, Reshma Saujani.

*For Juneteenth, we have also circulated awareness-raising emails and hosted conversations with Soledad O'Brien, Dr. Henry Louis Gates, Jr. and Dr. Eddie Glaude, Jr. We also circulated awareness raising communications in recognition of Windrush Day and Black History Month in the UK.

*In honor of Pride, we hosted panel discussions about landmark legal cases involving the LGBTQ+ community and with the first openly transgender elected official in Wheeling, West Virginia, site of our Global Operations and Innovation Center. We also partnered with the National LGBTQ+ Bar Association to provide training and have hosted a Virtual Pride Parade for several years, we also march in local pride parades in some cities where we have offices. For National Coming Out Day and LGBTQ+ History Month, we recently hosted conversations with Laila Ireland, a transgender and minority veteran advocate and U.S. Army veteran and Shane Ortega, co-founder of SPARTA and the first U.S. soldier to transition during active duty.

*In recognition of Latinx Heritage Month, we have circulated an email series highlighting significant cases in Latinx history as well as hosted a conversation with Dolores Huerta, co-founder of the National Farmworkers Association. Most recently, we hosted a conversation with Paola Ramos, Latinx advocate, author and Emmy Award-winning journalist.

We've also had speakers on the CROWN Act, Native American oral traditions, the immigrant and asylee experience, parenting transgender children and more. These are just a few examples of how we commemorate significant dates.

2023 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

Through our Ally Sponsor Program, midlevel and senior associates are paired with a senior leader who serves as their ally and sponsor to help them achieve success, however the protégé defines it.

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:

We have hosted professional development, training, and mentoring programs specifically for our attorneys of color, first generation lawyers, LGBTQ+ and women attorneys, including in the areas of business development and understanding the path to partnership.

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Work Allocation

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

Yes

Describe how the firm monitors work distribution

Practice groups have partners and practice managers reviewing work allocation and opportunities for every associate. In addition, our Ally Sponsors work closely with their protégés to help position them for high quality assignments. Finally, our Talent Team closely monitors utilization to ensure work is equally distributed. We have been testing a new tool that enhances our ability to evenly distribute work even further. The technology helps identify associates who have availability, the right skill level and background, and includes self-reported diversity information.

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 participate in a number of leadership development pipeline programs that are having an impact at the associate level, including: Chart Your Own Course (CYOC), each year, approximately ten Orrick attorneys of color attend the CYOC conference; Leadership Counsel on Legal Diversity's (LCLD) Pathfinders (and Fellows) Programs; and The NYC Bar Office for Diversity and Inclusion Associate Leadership Institute (ALI) among other programs.

Orrick is part of the Alliance for Asian American Justice, a nationwide coalition to support victims of anti-Asian hate crimes and harassment. Orrick also is a member or sponsor of numerous organizations and associations, including Asian Law Caucus, Coqual, Hispanic National Bar Association, Institute for Inclusion in the Legal Profession, LCLD, Minority Corporate Counsel Association, National Asian Pacific American Bar Association and the National LGBTQ+ Bar Association. We also recently became a key sponsor once again of SABA (The South Asian Bar Association), one of the largest diverse bar associations in the country. A cross practice group of seven South Asian Orrick partners will lead Orrick's delegation to SABA's National Conference in Boston in July 2023.

We also collaborate with ChIPs to advance women at the confluence of technology, law, and policy. We have sponsored its annual Global Summit, and our associates have attended the organization's Next Gen Summit and Mock Programs. Last year, we were also one of five firms that made the ChIPs 2022 Honor Roll for firms taking actions to create inclusive workplaces, and we were recognized for "Gender Inclusion" by ChIPs.

2023 Vault Law Firm Diversity Survey

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

As just one example, our Talent Team reads each performance review at the firm, specifically with an eye towards implicit bias, and participates in every associate promotion discussion. The work allocation tool we have been testing includes self-reported diversity information for consideration when staffing teams.

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

We continue to explore meaningful opportunities and programs to deliver upward feedback, including piloting upward feedback programs and engagement surveys and soliciting mentoring feedback on associate annual self-evaluations.

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
- 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):

As one example, to create accountability, we prepare scorecards annually for each of our five global business units. This report analyzes performance in recruiting, retention, and promotion of lawyers of color as well as female, LGBTQ+, differently-abled and veteran lawyers. It also analyzes the composition of client teams.

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:

The firm offers Career Associate roles, which are not on the partner track. We also have Of Counsel roles available for senior attorneys with a niche expertise within a practice group.

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.

18%

Promotions to Partnership

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	18	6	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	3	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	13	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	3	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

Some partners have self-ID as Middle Eastern/North African "MENA," as instructed we have counted them in the White category.

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?

To reinforce the importance of work on DEI initiatives and ensure that no one on our team has to choose between client work and investment in DEI, we offer up to 50 hours of bonus-eligible time for these efforts. Those leading DEI initiatives can use up to 100 hours a year.

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?

Yes, the firm publishes to associates the compensation and bonus potential for each associate level. Associates have the opportunity to advance up through our talent model in line with their skill development.

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:

None, in fact, since we have made agile working schedules available, we have elevated a number of lawyers working a part-time schedule to partner -- 23% of our 2022 partner class worked part time prior to their promotion. More than a quarter of our 2023 new partners take advantage of our agile working options.

2023 Vault Law Firm Diversity Survey

Attorneys Working Reduced Hours

152 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	28	58	0	0
Equity Partners	12	15	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	13	19	0	0
Non-Partner-Track Attorneys	1	6	0	0

Some lawyers have self-ID as Middle Eastern/North African "MENA," as instructed we have counted them in the White category.

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:

Benefits include our partnership with Carrot, an organization that offers multiple paths to parenthood. We have also removed medical diagnosis requirements and added surrogacy and adoption benefits.

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?

No

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

N/A

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

N/A

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

N/A

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

At least 16 weeks for parents (22 weeks for birth parents).

2023 Vault Law Firm Diversity Survey

Parental Leave Policy

Describe the firm's parental leave policy.

We offer some of the most generous parental leave policies in Big Law, with at least 16 weeks for parents (22 weeks for birth parents).

*More than a third of our 2022 partner class took parenting leave in the year before their promotion and nearly a quarter worked a flexible schedule.

*To support parents returning to work, we offer on-ramping, with a gradual increase in hours, predictable schedule, and longer-term flexible work hours.

*Our Parents' Forum has been particularly active supporting parents throughout the pandemic -- and we offered 100% pay for 80% work for those who could not use outside caregiving support due to heightened health risks in their families.

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.

In addition to the above, we offer a college savings program, tutoring and educational support, college admissions and regular childcare resources, parent coaching and a parents' forum. We also offer mental health and resilience resources, Modern Health, and the Calm app.

2023 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?

- No Provides gender-neutral restrooms/facilities
- Yes Offers health insurance plans that provide equitable benefits for transgender employees and dependents
- Yes Provides an opportunity for employees to share preferred pronouns
- Yes Uses gender-neutral pronouns in its policies and materials
- Yes Non-discrimination policy explicitly includes gender identity and expression as a protected category
- Yes Other (please elaborate):
We provide gender-neutral restrooms/facilities in some locations. All family and parental benefits are gender neutral.

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):
DiversAbility Employee Network and resources to support our differently-abled team members.

2023 Vault Law Firm Diversity Survey

ATTRITION

Departures among U.S. Associates

0 Total Number of Departures among Associates in 2022:

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

Departures among U.S. Partners

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

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

0

2023 Vault Law Firm Diversity Survey

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

0 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2022

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

2023 Vault Law Firm Diversity Survey

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

We are bringing our team, our clients and our communities together in conversation and in efforts to create positive change. A few of the key initiatives we have undertaken to promote diversity are highlighted below:

The Orrick Inclusion Conversation Series: We host a number of these virtual conversations annually with leading thinkers on justice, equity, and inclusion. We sponsor these discussions not to advocate for a particular viewpoint but to introduce new ideas for collective reflection, and to foster a sense of inclusion and belonging. Over the past several years, thousands of team members and clients have heard from speakers who have recently included Kal Penn (actor and President Barack Obama's Liaison to Asian Americans and Pacific Islanders), UCLA Professor Dr. Jemima Pierre, documentary filmmaker Baldwin Chiu, and Reshma Saujani, pioneering founder of Girls Who Code and CEO of Moms First. In prior years, thought leaders have included Dr. Henry Louis Gates Jr., Dr. Ibram X. Kendi, Daniel Dae Kim, U.S. Rep. Terri Sewell, and Soledad O'Brien.

The Racial Justice Fellowship Program: Many of our lawyers felt a strong desire to use their legal skills to work toward racial, social, and economic equity and justice in our communities. To create a path, we launched the Orrick Racial Justice Fellowship Program in 2021 and have added new partner organizations in 2023. Five experienced Orrick lawyers (typically managing or senior associates) work full time each year -- at full salary -- at partner organizations dedicated to civil rights, criminal justice reform and economic equity.

Client Advisory Boards: To help our clients and ourselves benchmark and hold ourselves accountable, we formed a DEI Advisory Board and a Women's Leadership Advisory Board, led by our chair and the heads of our DEI Initiative and Women's Initiative, respectively. These boards have been enormously valuable in integrating the voices of our clients into our approach.

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

We are ensuring the next generation of our leadership is diverse by leading or participating in several diverse recruitment, fellowships, sponsorship and leadership pipeline programs, in addition to diverse career fairs, that are having an impact:

Focused Five: Through Diversity Lab's Focused Five program, five underrepresented Orrick partners each year work with business development coaches and in-house sponsors to hone their business development approach and grow their network of in-house leaders. Our first cohort started in 2020, and we are set to kick off our fourth cohort in August 2023.

Split Summers with In-House Corporate Legal Departments: In 2022, we recruited 15 diverse 1Ls who split their summer between our firm and a client. Each is supported by an Orrick partner-mentor. We recruit some students ourselves and identify others through national collaboratives such as the Law in Technology Diversity Collaborative, the Gregoire Fellows Program via the University of Washington, and the Latino Justice Corporate/Law Firm Alliance Summer Program.

Legal Innovators: To expand the talent pool and ensure the success of incoming diverse talent, we are a founding member of a pipeline initiative with Legal Innovators to recruit from a broader range of law schools and provide exceptional support for the first two years. Orrick's Chief Talent Officer serves on the board, and we've recruited six stellar performing fellows to date.

Senior Leader Ally Sponsor Program: Black and Latinx associates at Orrick have sponsors who are members of senior leadership. Our sponsors participate in a training curriculum with Dr. Arin Reeves and Coqual on how to sponsor and work with associates to develop client opportunities, explore career paths, expand support networks and enhance their visibility and profile. Sponsors meet at least monthly with their protégés and report on their efforts.

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

We are providing support programs and policies that help reinforce a strong culture of inclusion and belonging:

Support for Parents: With some of the most generous parental leave policies in Big Law, we offer at least 16 weeks for parents (24 weeks for the birth parent). More than a third of our 2022 partner class took parenting leave in the year before their promotion and nearly a quarter worked a flexible schedule.

Back-Up Caregiving: We know reliable childcare is key, so we provide 60 days of back-up care during a baby's first year, and 20 days each following year through Bright Horizons. We extended our caregiving benefits to elder care and (new for 2023) pet care.

An Emphasis on Mental Health & Wellness: In 2021, we became the first law firm to make it possible to truly unplug. Our "Unplug Time" policy enables team members to take one week a year fully disconnected. We also offer free access to the Calm app's full catalog of wellness tools and resources, along with access to Modern Health's mental health platform.

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

In addition to programs and initiatives we've referenced throughout this submission, we're also focused on the following:

Increasing Orrick's Contribution to DEI in the Community through our Racial Justice Fellowship Program: The impact of our Racial Justice Fellowships has been meaningful, and this innovative program was recently named the Best Diversity Initiative of 2022 by American Lawyer, but the work has only begun. Throughout the year, we also plan to create fora for our fellows to share their experiences with our teams, as well as benefiting from the leadership skills and learnings brought back to the firm. Participating organizations in 2023 include:

- *Policing Project at NYU School of Law
- *Lawyers' Committee for Civil Rights Under Law
- *Common Future (investing in minority-owned businesses)
- *Planned Parenthood
- *MacArthur Justice Center

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

Innovating in Recruiting and Supporting New Lawyers: Orrick is focused squarely on developing new talent with our Diverse Split-Summer 1L program and our participation in Legal Innovators. This year, we also created "Residency @Orrick" a new program that reimagines the way we onboard, integrate, train and support our first-year lawyers. During an associate's first six months at Orrick (The "Residency" period), our expectations are designed to maximize growth opportunities, internal and client connections, and avenues for real time feedback to build the strongest foundation possible. We're paying special attention to individual needs and diverse lawyers by implementing custom training plans and mentoring programs, as well as balancing workloads to ensure our new lawyers touch different parts of the business. The special sauce of the Residency is that, for their first six months, this new array of activities is credited the same way as revenue generating work - allowing first years to get involved in matters/activities they wouldn't have otherwise and prioritize long term success over short term financial contribution.

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

Retention, Profile Raising and Business Development Training for Diverse Lawyers: Through our participation in Mansfield (and Move the Needle), we have ensured that our candidate pools for leadership and governance roles, equity partner promotions, formal client pitch opportunities and lateral hires comprise at least 30% women, lawyers of color, LGBTQ+ lawyers and lawyers with disabilities. Flipping the traditional exit interview on its head, we do stay interviews to understand what is going well with our teams and get ahead of issues. We piloted this program with our Litigation practice and are expanding it to all Black and Latinx associates at the managing and senior associate levels. The interviews are conducted by a member of our leadership team who has the influence to ensure that concerns are effectively addressed. Finally, among many other leadership pipeline and business development programs (including our Focused Five partnership with Diversity Lab), we offer tailored business development training for our women lawyers and other diverse lawyers, and we have developed a platform of CLE programs we offer clients that have diverse lawyers leading the presentations.

2023 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?

For students looking for firms that offer a diverse and inclusive environment, we would recommend that they look for evidence of internal and external activities that promote DEI at their firms, in the communities where they work and live and within the profession. Students should also examine (and request, if needed) firm statistics as it relates to diversity of partner classes, diversity of firm leadership, overall percentage of diverse law students in previous summer classes, whether the firm offers affinity groups, and how the firm approaches retention of diverse associates. If students do not feel comfortable asking these types of questions at the interview stage, they can consider doing so post-offer as part of their due diligence process. Other important metrics to consider: Is the firm Mansfield Certified Plus, have they received recognition for their efforts to advance DEI and how long have they had programs in place.