

At Morrison Foerster, Diversity + Inclusion Are Core Values

For over 40 years, MoFo has been committed to creating a culture that respects and celebrates differences, while providing an inclusive environment where everyone's contributions are valued. It is essential to who we are as a firm. By each bringing our diverse experiences and perspectives to work, we strengthen the quality of the service that we provide to our clients, the legal profession, and our communities.



**Scan the QR code
to learn more.**

Morrison & Foerster LLP

2023 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Eric McCrath, Chair	Asian	Male	
Jeff Jaeckel, Vice-Chair	White	Male	
Jennifer Marines, Vice-Chair	White	Female	

Executive Committee

Total Number of Attorneys on Committee: 38

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	18	20	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	5	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	14	11	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

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

Natalie Kernisant, Chief Diversity and Inclusion Officer

Alexis Amezcua, Diversity Strategy Committee Co-Chair

Mark Whitaker, Diversity Strategy Committee Co-Chair

Haima Marlier, Diversity Strategy Committee Co-Chair

Stacey Sprenkel, Women’s Strategy Committee Co-Chair

DEI Committee

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

In what year was the committee formed?

1992

Total Number of Attorneys on DEI Committee: 17

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

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

822 Total attorneys in U.S. offices

1,130 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

487 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	232	249	0	0
American Indian or Alaska Native	2	0	0	0
Asian	33	63	0	0
Black or African-American	8	16	0	0
Hispanic or Latinx	23	21	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	145	131	0	0
Two or More Races	10	12	0	0
Other or Unknown	11	6	0	0
Additional Demographics	34	33	0	0
LGBTQ+ Individuals	27	25	0	0
Individuals with Disabilities	7	8	0	0

5 Military Veterans

2023 Vault Law Firm Diversity Survey

U.S. Equity Partners

242 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	168	74	0	0
American Indian or Alaska Native	0	0	0	0
Asian	11	19	0	0
Black or African-American	3	3	0	0
Hispanic or Latinx	6	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	141	46	0	0
Two or More Races	3	2	0	0
Other or Unknown	4	1	0	0
Additional Demographics	11	2	0	0
LGBTQ+ Individuals	9	2	0	0
Individuals with Disabilities	2	0	0	0

2 Military Veterans

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

99 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	74	25	0	0
American Indian or Alaska Native	0	0	0	0
Asian	5	6	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	66	15	0	0
Two or More Races	1	2	0	0
Other or Unknown	1	2	0	0
Additional Demographics	5	1	0	0
LGBTQ+ Individuals	5	1	0	0
Individuals with Disabilities	0	0	0	0

1 Military Veteran

U.S. Non-Partner-Track Attorneys

1 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	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	1	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Law Clerks

18 Total Law Clerks

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

U.S. Office Managing Partners

10 Total U.S. Office Managing Partners

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

2023 Vault Law Firm Diversity Survey

U.S. Hiring Committee

13 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	10	3	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	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	9	1	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	0	0	0
LGBTQ+ Individuals	2	0	0	0
Individuals with Disabilities	0	0	0	0

FORMAL PROCESSES AND GOALS

Metrics

Does the firm provide a formal means for attorneys to voluntarily disclose any of the following?

- Yes Racial/ethnic identity
- Yes Gender identity and gender expression
- Yes Sexual orientation
- Yes Disability

Measurement

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

Yes If yes, describe the firm’s targets:

While the firm does not have specific targets, we are proud to be Mansfield Certified Plus for the fifth consecutive year. Our Mansfield Certification Plus affirms that MoFo successfully reached at least 30 percent women, attorneys of color, LGBTQ+, and lawyers with disabilities in a notable number of current leadership roles and committees. Moreover, even in the absence of formal measurements, with respect to diversity within leadership, our firm is proud to be one of the first AmLaw 50 firms to ever elect a diverse firm chair of Asian descent in October 2022, and our current Board of Directors is comprised of 67% diverse lawyers, of which 57% are women.

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?

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

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

- Yes** Provides annual DEI training that addresses implicit bias for all attorneys
- Yes** Provides annual DEI training that addresses implicit bias for all attorneys and staff
- Yes** Provides DEI training specifically for firm leadership/managers/department chairs
- Yes** Includes DEI training in on-boarding process for new associates and/or summer associates
- No** Retained a DEI consultant to conduct a cultural assessment or review firm processes

If applicable, describe any other initiatives taken:

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 School of Law

Law Schools

Does the firm recruit at any other law schools specifically for diversity purposes, such as institutions with significant populations of students of color? (Note that we are looking for intentional recruiting efforts to broaden the pool of applicants and extend more opportunities to diverse students.)

Yes

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

Berkeley Law, UC Law SF, UC Irvine Law, University of Miami Law

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
Scholarships	
Wetmore Fellowship for Excellence, Diversity, and Inclusion Link: https://phg.tbe.taleo.net/phg03/ats/careers/v2/searchResults?org=MOFO&cws=70	100+

Internships

Link:

Fellowships

Link:

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

Bay Area Diversity Career Fair; Lavender Law@ Conference & Career Fair; and Boston Lawyers Group Annual Diversity Job Fair

Combating Implicit Bias

What steps has the firm taken to combat implicit bias in recruiting (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

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

2023 Vault Law Firm Diversity Survey

Summer Associates

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

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

2023 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

49 Total 1L summer associates at the firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	19	30	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	10	0	0
Black or African-American	3	8	0	0
Hispanic or Latinx	4	8	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	4	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	5	3	0	0
LGBTQ+ Individuals	3	2	0	0
Individuals with Disabilities	2	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?

27

2023 Vault Law Firm Diversity Survey

2L Summer Associates

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

87 Total 2L Summer Associates at the Firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	30	56	1	0
American Indian or Alaska Native	0	0	0	0
Asian	5	14	0	0
Black or African-American	2	7	0	0
Hispanic or Latinx	4	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	19	29	1	0
Two or More Races	0	1	0	0
Other or Unknown	0	1	0	0
Additional Demographics	7	8	1	0
LGBTQ+ Individuals	6	5	1	0
Individuals with Disabilities	1	3	0	0

2L Summer Associates Who Received Offers

87 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	30	56	1	0
American Indian or Alaska Native	0	0	0	0
Asian	5	14	0	0
Black or African-American	2	7	0	0
Hispanic or Latinx	4	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	19	29	1	0
Two or More Races	0	1	0	0
Other or Unknown	0	1	0	0
Additional Demographics	7	8	1	0
LGBTQ+ Individuals	6	5	1	0
Individuals with Disabilities	1	3	0	0

2L Summer Associates Who Accepted Offers

78 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	28	49	1	0
American Indian or Alaska Native	0	0	0	0
Asian	5	11	0	0
Black or African-American	2	5	0	0
Hispanic or Latinx	4	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	17	27	1	0
Two or More Races	0	1	0	0
Other or Unknown	0	1	0	0
Additional Demographics	6	6	1	0
LGBTQ+ Individuals	5	4	1	0
Individuals with Disabilities	1	2	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?

10

New Attorneys Hired

179 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	105	74	0	0
American Indian or Alaska Native	1	0	0	0
Asian	11	16	0	0
Black or African-American	2	5	0	0
Hispanic or Latinx	10	8	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	70	39	0	0
Two or More Races	5	6	0	0
Other or Unknown	6	0	0	0
Additional Demographics	18	17	0	0
LGBTQ+ Individuals	14	11	0	0
Individuals with Disabilities	4	6	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

Affinity Groups

Does the firm have internal affinity groups or networks?

Yes

If yes, list the firm's affinity groups:

Launched in 2008, MoFo has over 35 affinity groups across the firm for attorneys of color and other minority attorneys, including women and LGBTQ+ attorneys. Additionally, the firm also has seven (7) affinity networks: (1) the Black Affinity Network, (2) the Latinx Affinity Network, (3) the Asian-American Pacific-Islander Network, (4) the LGBTQ+ Affinity Network, (5) the MoFoVets Affinity and Allies Network, (6) the Disability Affinity and Allies Network, and (7) the Middle Eastern and North African (MENA) Network.

2023 Vault Law Firm Diversity Survey

Affinity Groups Cont'd

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

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

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:

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

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

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

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

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

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

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

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

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:

Under MoFo Navigate, U.S.-based underrepresented minority associates in their second year are automatically enrolled in the firm's Diversity Mentoring Program (DMP). The DMP ensures that associates are provided with work assignments, training, mentoring, and other necessary support to allow them the opportunity to be successful while at the firm and beyond. Additionally, in September 2022, MoFo Navigate was expanded to include the Asian-American Pacific Islander Mentoring Program (AMP), the AMP was designed in consultation with and to be responsive to unique feedback received from members of our AAPI Network and was created to support the unique mentoring needs of our AAPI attorneys. It includes virtual, hybrid, and in-person programs to supplement shared learning and development.

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

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

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

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

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):

The firm encourages attorney participation in events/organizations that are dedicated to providing opportunities and engagement with underrepresented students. For example, our attorneys served as judges for a debate competition held by the New York City Urban Debate League. Our attorneys also spoke on a panel discussing their experiences as diverse attorneys in Big Law as part of the event. Our attorneys also serve on boards and volunteer with organizations that have a DEI focus, such as Breakthrough San Francisco.

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

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

Upward Reviews

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

Yes

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

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

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):

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

Multi-tier Partnership

Does the firm have a multi-tiered partnership? **No**

Alternatives to Partnership

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

If applicable, describe the alternatives to partnership:

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

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.

55%

Promotions to Partnership

12 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	6	6	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	1	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	3	0	0
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	1	0	0
LGBTQ+ Individuals	0	1	0	0
Individuals with Disabilities	0	0	0	0

BILLABLE HOURS AND COMPENSATION

Credit for DEI Work

Does the firm provide billable credit for work contributing to diversity, equity, and inclusion efforts (e.g., with respect to recruiting or business development)? Note that this does not include pro bono projects.

Yes

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

50

Compensation

Are associate salaries lockstep or discretionary?

Lockstep

2023 Vault Law Firm Diversity Survey

Bonuses

Are associate bonuses lockstep or discretionary?

Lockstep

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

N/A

Flex-time Policy

Does the firm have a formal flex-time policy?

Yes

Reduced-hours Policy

Does the firm have a formal reduced-hours policy?

Yes

Partnership Eligibility

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

Yes

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

2023 Vault Law Firm Diversity Survey

Attorneys Working Reduced Hours

82 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	7	20	0	1
Equity Partners	0	6	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	32	15	0	0
Non-Partner-Track Attorneys	1	0	0	0

WORKING PARENTS

Family-planning Resources

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

Yes

If applicable, describe the family-planning resources available:

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

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?

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

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

22 weeks in whole-week increments

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

8 weeks (can be taken in increments or in whole week increments), and up to 14 additional weeks in whole-week increments (22 weeks total)

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.

Attorneys may take a Parental Leave for the birth, adoption, or foster care placement of a child that occurs during their employment with the Firm. Attorneys are eligible for 22 weeks of 100% paid leave, followed by 3 weeks of unpaid baby bonding time, for a total of 25 weeks of leave time. Parents can take leave in primary or secondary installments, as described above. This allows our attorneys significant flexibility in how one uses the leave time, which extends to up to one year after the birth/adoption/or foster placement of the child. Attorneys receive hours proration for the entire 25-week leave period and are eligible for transition time (50% reduction to hours requirements four weeks before the leave and the four weeks upon returning from leave) if 20+ consecutive weeks of leave are taken.

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.

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

In addition, we offer many webinars and resources to parents discussing child psychology; COVID; school violence; diversity, equity, and inclusion; and coping with the stress of balancing parenthood and work. Over the last year, spearheaded by the Women's Strategy Committee and its Work/Life Taskforce, we have hosted several events to support MoFo working parent employees, and address the issues of work-life balance.

As briefly noted above, we expanded our working parent coaching program, Keep Company to include all caregivers. With this partnership, we offer caregivers, a 12-week coaching program led by an expert coach. At the conclusion of 12 weeks, employees are invited to sign on for an additional 9 months to continue the discussion on how best to integrate work and outside responsibilities. Caregivers are matched with similarly situated caregivers with respect to their careers, and what kind of caregiving they are providing (i.e. aging parents, a child with a disability, parenting multiples etc.). We offer this program to all our 18 global offices and over 100+ participants have gone through the program so far. The program has been wildly successful due to many partners (women and men) who have participated and have since become sponsors of the program. The program is offered every quarter so that employees can pick the right time of year to sign up based on their workload.

Second, the firm has a Mental Health Committee comprised of partners and business professionals which plays an important role when it comes to work life balance, particularly when it comes to parents. The committee provides resources, sponsors trainings, and develops regular communications designed to encourage the adoption of best practices for a mentally healthy workplace across the firm. We recognize that practicing in a big law firm can take a toll and we want to support our attorneys to take care of their wellbeing and give permission to take steps to better integrate work and their life outside of the firm.

In addition to all the programs outlined above, the firm: (1) is a corporate member of the Center for WorkLife Law at UC Hasting College of the Law which offers programming that addresses work-life issues for men as well as women; (2) has a Women's Strategy Committee which regularly discusses how to best support women as they advance in their careers including discussing topics about caregiving and (3) offers TalkSpace to all employees, a service whereby employees can talk with a therapist once a week and the Calm app to all employees which offers meditation and talks on wellbeing.

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?

Yes Provides gender-neutral restrooms/facilities

Yes Offers health insurance plans that provide equitable benefits for transgender employees and dependents

Yes Provides an opportunity for employees to share preferred pronouns

Yes Uses gender-neutral pronouns in its policies and materials

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

Yes Other (please elaborate):

The firm celebrates pride month each year, including guest speakers, seminars, and inclusive events. This past year we had the pleasure of hosting transgender Jeopardy Champion Amy Schneider.

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):

To make disability a more prominent part of our DEIA efforts, in October 2022, the firm formally began celebrating National Disability Employment Awareness Month. As part of this celebration, the firm's Chief Diversity and Inclusion Officer led a discussion with David Cross--chair of the firm's Antitrust Litigation practice--about his personal experience navigating the legal industry as an attorney with a disability. The firm also hosted speaker Haley Moss, an attorney and autism advocate, who discussed neurodiversity awareness. Additionally, the firm also joined Diversity Lab's new Disability Inclusion Advisory Group, which is focused on identifying actionable best practices for enhancing disability inclusion. The firm is represented on the committee by DC partner David Cross and our Chief Diversity & Inclusion Officer.

2023 Vault Law Firm Diversity Survey

ATTRITION

Departures among U.S. Associates

111 Total Number of Departures among Associates in 2022:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	52	59	0	0
American Indian or Alaska Native	0	0	0	0
Asian	12	15	0	0
Black or African-American	2	3	0	0
Hispanic or Latinx	3	4	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	32	34	0	0
Two or More Races	2	2	0	0
Other or Unknown	1	1	0	0
Additional Demographics	6	10	0	0
LGBTQ+ Individuals	6	7	0	0
Individuals with Disabilities	0	3	0	0

Departures among U.S. Partners

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	8	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	2	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	6	7	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

0

2023 Vault Law Firm Diversity Survey

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

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	15	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	4	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	14	3	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

Achieving Mansfield Certification Plus for the fifth consecutive year and being named #1 on Law360's Diversity Snapshot . In 2022, we once again achieved Mansfield Certification Plus. Mansfield Certification Plus affirms that MoFo successfully reached at least 30 percent women, attorneys of color, LGBTQ+, and lawyers with disabilities in a notable number of current leadership roles and committees. Additionally, MoFo ranked #1 on Law 360's Diversity Snapshot for having the most diverse equity partners and percentage of minority lawyers.

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

The success of the Wetmore Fellowship. The Keith Wetmore Fellowship for Excellence, Diversity, and Inclusion, supports the career advancement of historically underrepresented groups in the legal industry by inviting select first-year law students to join our summer associate class. In July 2022, the program (which was in its 9th year) was expanded to include an independent 2L program to which 6 new 2L's joined our 2023 summer class.

Our 2022 1L summer class experienced 93% growth, from 14 to 27 fellows, and 89% of our 2022 1L fellows returned to participate in our 2023 2L program. Additionally, 80% of the 2022 2L Wetmore Fellows will return as full-time associates in the Fall 2023, which is the highest conversation rate to full-time associates since the program's inception. To date, we have awarded 136 fellowships.

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

The creation of the Asian-American Pacific Islander Mentoring Program (AMP) to MoFo Navigate. As previously noted, MoFo expanded the mentoring programs offered under the MoFo Navigate framework. In consultation with and in response to unique feedback received from members of the firm's Asian American and Pacific Islander (AAPI) Affinity Network, the firm created the AAPI Mentoring Program (AMP). In this program, partner mentors serve as long-term career coaches, offering insights on a range of topics including finding an appropriate mix of work assignments, developing business networks, and navigating firm life. The AMP serves as a counterpart to our existing Diversity Mentoring Program under MoFo Navigate.

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. Strategic Recruitment

Over the past year, the firm expanded its commitment to increasing the pipeline of women and diverse talent through: (1) our partnerships with the OnRamp program and Legal Innovators and (2) the expansion of the Wetmore Fellowship program. OnRamp is a re-entry platform that matches experienced women lawyers returning to the workforce after a hiatus with law firms and legal departments. In addition to OnRamp, and with a focus on recruiting diverse talent, the firm also partnered with Legal Innovators--an alternative legal service provider that connects underrepresented, high-quality junior talent to corporate legal departments and big law firms for a two-year work-based program. The firm has welcomed four secondees through the program. Together with these recruitment partnerships, as previously noted, the firm expanded its Wetmore Fellowship program in 2022 to include an independent 2L program and increased its stipend. Collectively, these programs have been integral in helping the firm expand its roster of women and attorneys of color.

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. Attorney Retention and Enhancement of Workplace Inclusion

Attorney Retention

Through MoFo's robust recruitment and mentorship programming, MoFo will continue to try and move the needle forward in addressing and reducing attrition and navigating across differences within the firm. More specifically, to support the successful integration and retention of attorneys, as previously noted, the firm created MoFo Navigate, an umbrella initiative that synthesizes all of the firm's mentorship and sponsorship programs. MoFo Navigate was uniquely and specifically designed to promote greater equity and inclusion, and to train both mentors and mentees on issues like the root causes of attrition and how to mentor effectively across differences. It is supported by trainings on how to get the most out of the mentor relationship and offers sessions in which mentor pairs can meet other mentor pairs and engage in mentoring circle conversations.

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

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

Workplace Inclusion

In concert with our attorney engagement and retention initiatives, the firm is committed to creating a more inclusive workplace by providing robust inclusive programming in conjunction with the firm's billable hour credit policy, which offers all MoFo lawyers and timekeeper staff up to 50 hours of billable hours credit annually for approved activities performed in support of the firm's commitment to diversity, equity, and inclusion.

For example, following the decision in the case *Dobbs v. Jackson*, Morrison Foerster hosted a program of informal group discussions titled "Navigating *Dobbs v. Jackson* Women's Health Organization -- Where do we go from here?" In these discussions, over 220 attorneys shared ideas on how the firm could continue to support women and advocate for women across the country. Following the program, the firm implemented a Dobbs Initiative to continue to address these issues.

Additionally, in September 2022, the firm's Allies Network facilitated an Equity Habit-Building Book Club, where attorneys and business professionals came together and renewed their commitment to becoming more aware, compassionate, constructive and engaged allies through a discussion of the book *The First, The Few, The Only: How Women of Color Can Redefine Power in Corporate America*, which examined the experience of women of color in the professional space. The creation of the MoFo Allies Network in 2021, was designed to carry on the momentum after the George Floyd tragedy by supporting active allyship. It is a global network with approximately 125 individuals who are committed to taking action to become effective allies.

Looking ahead, in 2023, the firm has committed to creating a multi-pronged approach to inclusive leadership training throughout the firm with a call to action to be Inclusive to the Core. On the partnership level, in collaboration with the firm's Learning and Development team (L&D), and a DEI consultant, the firm has curated a program designed to help newly elevated partners develop skills to build and sustain an inclusive workplace culture through the practical application of leadership concepts and strategies. On a macro level, the firm has implemented inclusive leadership training firmwide, through strategic programming spearheaded by the firm's Allies Network. Overall, in order to make a true impact, the firm will continue to create and promote effective programs that foster inclusive one-on-one experiences and interactions in the workplace as a means of moving the needle forward in DEI.

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

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

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

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?

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

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