

People Are Our Most Valuable Asset

At Willkie, we believe that everyone benefits from a diverse, equitable and inclusive workplace. The confluence of people of different races, cultures, religions, beliefs, gender identities and sexual orientations makes for a stronger team that is more adept at creative problem-solving on behalf of our clients.

BRUSSELS CHICAGO FRANKFURT HOUSTON LONDON LOS ANGELES MILAN
NEW YORK PALO ALTO PARIS ROME SAN FRANCISCO WASHINGTON

Willkie Farr & Gallagher LLP

2023 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Thomas Cerabino, Chair	White	Male	
Matthew Feldman, Chair	White	Male	

Executive Committee

Total Number of Attorneys on Committee: 11

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

Kim Walker, Partner and Chief Diversity and Inclusion Officer

DEI Committee

Does the firm have a diversity, equity, and inclusion committee or the equivalent? **Yes**
 In what year was the committee formed?

1991

Total Number of Attorneys on DEI Committee: **36**

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	20	16	0	0
American Indian or Alaska Native	0	0	0	0
Asian	6	3	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	9	9	0	0
Two or More Races	1	1	0	0
Other or Unknown	2	1	0	0
Additional Demographics	4	2	0	0
LGBTQ+ Individuals	4	1	0	0
Individuals with Disabilities	0	1	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

915 Total attorneys in U.S. offices

1,213 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

578 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	288	288	2	0
American Indian or Alaska Native	0	0	0	0
Asian	33	48	1	0
Black or African-American	18	23	0	0
Hispanic or Latinx	17	20	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	196	169	1	0
Two or More Races	20	27	0	0
Other or Unknown	4	1	0	0
Additional Demographics	32	31	2	0
LGBTQ+ Individuals	26	19	2	0
Individuals with Disabilities	6	12	0	0

2023 Vault Law Firm Diversity Survey

U.S. Equity Partners

205 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	153	52	0	0
American Indian or Alaska Native	0	0	0	0
Asian	12	3	0	0
Black or African-American	4	1	0	0
Hispanic or Latinx	4	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	125	41	0	0
Two or More Races	1	4	0	0
Other or Unknown	7	2	0	0
Additional Demographics	6	2	0	0
LGBTQ+ Individuals	5	1	0	0
Individuals with Disabilities	1	1	0	0

U.S. Non-Equity Partners

62 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	35	27	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	6	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	2	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	25	15	0	0
Two or More Races	1	1	0	0
Other or Unknown	3	1	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	1	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

70 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	44	26	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	2	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	41	20	0	0
Two or More Races	1	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Non-Partner-Track Attorneys

22 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	13	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	2	0	0
Black or African-American	2	0	0	0
Hispanic or Latinx	0	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	8	0	0
Two or More Races	0	1	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

96 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	47	49	0	0
American Indian or Alaska Native	0	0	0	0
Asian	4	11	0	0
Black or African-American	3	2	0	0
Hispanic or Latinx	2	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	30	30	0	0
Two or More Races	7	3	0	0
Other or Unknown	1	1	0	0
Additional Demographics	5	7	0	0
LGBTQ+ Individuals	3	4	0	0
Individuals with Disabilities	2	3	0	0

U.S. Office Managing Partners

8 Total U.S. Office Managing Partners

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

2023 Vault Law Firm Diversity Survey

U.S. Hiring Committee

19 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	10	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	0	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	7	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	1	0	0
Individuals with Disabilities	0	1	0	0

FORMAL PROCESSES AND GOALS

Metrics

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

- Yes Racial/ethnic identity
- 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:

The Firm is participating in the Mansfield Certification Process for the second time. Mansfield Certification measures whether law firms have affirmatively considered at least 30 percent of women, underrepresented racial/ethnic groups, LGBTQ+ lawyers, and lawyers with disabilities for leadership and governance roles, equity partner promotions, formal client pitch opportunities, and senior lateral positions. The Firm endeavors to meet or exceed these recruitment, retention, promotion, and leadership measures to reach and maintain our Certification Plus status.

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?

On an annual basis, partners submit a memo that describes their performance for the year. Among the questions, they are asked to address is how they have contributed to the Firm's DEI accomplishments and achievements.

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
- 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 School of Law, Texas Southern

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?

University of Houston

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	

Link:

Internships

LCLD 1L Summer Internship and AnBryce 1L Summer Internship Link: 3
<https://www.lclldnet.org/programs/1l-scholars/>

Fellowships

Link:

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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

Lavender Job Fair, Bay Area Diversity Job Fair, Cook County Bar Association Minority Job Fair and Northeast BLSA Minority Job Fair

Combating Implicit Bias

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

For callback interviews, the attorneys do not have access to the candidate's transcript. We have a partnership with Suited -- an artificial intelligence company that provides an assessment and score based on the candidate's completion of a bias-free survey. Interview training is offered to all interviewers, which is aimed at reducing unconscious bias.

2023 Vault Law Firm Diversity Survey

Summer Associates

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

We offer our summer associates a wide array of programs and networks to foster and support their professional development and integration. Our mentor and Summer Integration Groups (SIGs) meet weekly to check on the summer associates' engagement in the program and mix of work. Our D&I Affinity Groups host small group activities for summer associates who opt-in to the groups. And our Chief D&I Officer serves as a mentor and has regular check-ins with diverse summer associates.

2023 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

24 Total 1L summer associates at the firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	14	1	0
American Indian or Alaska Native	0	0	0	0
Asian	2	4	0	0
Black or African-American	1	6	0	0
Hispanic or Latinx	2	0	1	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	4	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	4	1	1	0
LGBTQ+ Individuals	4	1	1	0
Individuals with Disabilities	0	0	0	0

Diversity Program Participants

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

16 TOTAL: LCLD: 2 CHI, 1 DC, 4 LA, 4 NY, 4 SF; AnBryce: 1 NY

2023 Vault Law Firm Diversity Survey

2L Summer Associates

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

98 Total 2L Summer Associates at the Firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	38	60	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	10	0	0
Black or African-American	2	11	0	0
Hispanic or Latinx	3	5	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	29	32	0	0
Two or More Races	2	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	6	5	0	0
LGBTQ+ Individuals	6	5	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Received Offers

98 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	38	60	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	10	0	0
Black or African-American	2	11	0	0
Hispanic or Latinx	3	5	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	29	32	0	0
Two or More Races	2	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	6	5	0	0
LGBTQ+ Individuals	6	5	0	0
Individuals with Disabilities	0	0	0	0

2L Summer Associates Who Accepted Offers

90 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	35	55	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	10	0	0
Black or African-American	1	9	0	0
Hispanic or Latinx	1	5	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	29	29	0	0
Two or More Races	2	2	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

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?

N/A

New Attorneys Hired

235 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	119	115	1	0
American Indian or Alaska Native	0	0	0	0
Asian	15	31	1	0
Black or African-American	7	7	0	0
Hispanic or Latinx	4	7	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	76	59	0	0
Two or More Races	12	10	0	0
Other or Unknown	5	1	0	0
Additional Demographics	11	13	1	0
LGBTQ+ Individuals	9	10	1	0
Individuals with Disabilities	2	3	0	0

Mandatory Arbitration

No Does the firm require associates to agree to mandatory arbitration as a condition of employment?

N/A Does the requirement also apply to summer associates?

If yes to mandatory arbitration, elaborate on mandatory arbitration provisions:

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:

Black Affinity Group; Asian/Pacific Islander Affinity Group; Latinx Affinity Group; LGBTQ Affinity Group; South Asian/Middle Eastern Affinity Group; Jewish Affinity Group; Veterans Affinity Group; Parents Affinity Group; Caregivers Affinity Group; First Generation Professionals Affinity Group.

2023 Vault Law Firm Diversity Survey

Affinity Groups Cont'd

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

Our affinity groups are led by associates with support from a partner. Working with their partner advisor and the Chief Diversity and Inclusion Officer, the affinity groups organize a wide array of programs from speaker series, to social events to periodical meetings with the Firm's leadership and more.

2023 Vault Law Firm Diversity Survey

DEI Events

Does the firm host DE&I retreats or conferences? **No**

Does firm leadership attend these events?

If applicable, provide more detail on the firms DE&I events:

N/A

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:

Our Professional Personnel Committee (PPC) and office Associates Committees work closely with associates on matters of importance to associates. The PPC oversee our milestone programs, mentor programs, on-boarding and integration of the new law clerks and lateral associates. Associates on the Associates Committees regularly provide outreach to the Firm's associates to get input on Firm programming and initiatives, which they share on an anonymous basis with the larger committee. Many Firm initiatives, including mentor programs, morale events and benefits are a result of PPC associate feedback.

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?

In recognition of the important dates honoring diversity and inclusion, Willkie established Juneteenth as a Firm holiday. In addition, we regularly host speakers on topics that educate and engage our personnel, particularly during months that commemorate diversity.

For example, in honor of Black History Month, we welcomed award-winning author, poet, and journalist Clint Smith, a staff writer at The Atlantic and author of the narrative nonfiction book, *How the Word is Passed, A Reckoning with the History of Slavery Across America*, which was a #1 New York Times bestseller, winner of the National Book Critics Circle Award for Nonfiction, the Hillman Prize for Book Journalism, the Stowe Prize and the Dayton Literary Peace Prize, and was selected by the New York Times as one of the 10 Best Books of 2021. For Asian Pacific Islander Heritage Month, we hosted a presentation by award-winning playwright, producer, author, and journalist Wajahat Ali, a columnist for The Daily Beast who has also written for the New York Times, the Washington Post, The Guardian, and The Atlantic. He is the author of *Go Back To Where You Came From: And Other Helpful Recommendations on Becoming American*, his memoir on growing up as a Muslim Pakistani- American. Previously on International Women's Day, we hosted Ellie Krug, author of *Getting to Ellen: A Memoir about Love, Honesty and Gender Change*, who transitioned from male to female at 52 and was the first Iowa lawyer to transition genders. Every year, we also join firm pro bono partner Immigration Equality in the NYC Pride March - we will join them again on June 25, 2023. For Jewish Heritage Month, our Jewish Affinity Group hosted a presentation by April Powers, Director of Diversity, Equity, and Inclusion at Project Shema. Project Shema is an independent nonprofit organization that trains and supports the Jewish community and allies to understand and address contemporary antisemitism to create and maintain more inclusive spaces.

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

Our Task Force on Retention and Inclusion meets regularly and considers how to best position our diverse and women associates for success. Additionally, the Firm continues to offer a cross-office mentoring program through which diverse associates are paired with partners in leadership positions at the Firm. As a separate initiative, members of the Executive Committee have committed to having one-on-one lunches with diverse associates. We regularly reach out to ensure that every associate who wishes to attend such a lunch has an opportunity to do so. Recognizing the importance of mentorship to a fulfilling legal career, in mid-2017, the Task Force did a comprehensive overhaul of our mentoring program to respond to associates' needs at each stage of their development. By providing new opportunities for mentorship every year, associates can seek out a "Board of Advisors" of various mentors to help with different topics that may be of interest to associates at different stages of their careers:

*New associates are assigned a partner mentor to help integrate the associate on matters and an associate liaison to assist with day-to-day questions.

*Peer Mentor Pods (PMPs) help associates gain exposure to and guidance from a larger network of attorneys through group mentoring meetings with more senior associates and partners in their department.

*As associates advance, we provide additional mentors of the associates' choosing to increase visibility both within the firm and in the broader legal community.

Finally, we've concentrated on programming that facilitates relationships between diverse associates and partners in leadership roles at the Firm and clients. As an example, the Firm hosted Drum Caf  , an interactive drumming workshop, and invited all diverse associates to participate with partners in leadership positions at the Firm, including members of the Executive Committee. We've also partnered with clients to host a Build-a-Bike event in our New York office, resulting in the presentation of new bicycles to fifty underserved children. Informal programs like the Drum Caf   and Build-a-Bike allow diverse associates to gain exposure to Firm and community leaders in a comfortable setting, which in turn enables successful working relationships. We follow up these programs by working with assigning partners to ensure diverse associates are staffed on substantive matters with a broad range of partners and clients.

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:

Every year, the Firm sponsors multiple associates to participate in the Leadership Council on Legal Diversity ("LCLD") Fellows and Pathfinders programs, year-long professional development programs for high potential associates that includes conferences, peer-group projects, soft skills training and networking.

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

One key initiative spearheaded by the Task Force on Retention and Inclusion focuses on ensuring diverse associates are getting the right amount and mix of work. Our Chief Diversity & Inclusion Officer, Chief Human Resources Officer and Director of Professional Development meet on a monthly basis with assigning partners in each department to discuss every associate. One of the goals of these meetings is to ensure that work is allocated equitably, with all associates getting opportunities to enhance their skills and form meaningful relationships with clients and partners.

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):

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 indicated previously, one key initiative spearheaded by the Task Force on Retention and Inclusion focuses on ensuring diverse associates are getting the right amount and mix of work. Our Chief Diversity & Inclusion Officer, Chief Human Resources Officer and Director of Professional Development meet on a monthly basis with assigning partners in each department to discuss every associate. One of the goals of these meetings is to ensure that work is allocated equitably, with all associates getting opportunities to enhance their skills and form meaningful relationships with clients and partners. In addition, our performance review process takes place twice a year. Our Director of Professional Development reviews each evaluation and, with the Chief Diversity & Inclusion Officer and Chief Human Resources Officer, meets with assigning partners in each department to discuss associates' performance reviews, after which they meet with all partners on the Professional Personnel Committee for further review. One of the purposes of this meeting is to ensure associates are treated equitably across practice areas and domestic offices.

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

Twice a year, associates are encouraged to participate in upstream reviews. The reviews are anonymous and any attorney who receives three or more reviews will receive feedback during their performance review.

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
- No** The firm has instituted other formal processes (please describe):

Multi-tier Partnership

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

Alternatives to Partnership

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

If applicable, describe the alternatives to partnership:

We have staff attorneys as well as discovery and document review attorneys.

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.

46%

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	12	12	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	2	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	11	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

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.

No

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

N/A

Compensation

Are associate salaries lockstep or discretionary?

Lockstep

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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:

The Firm is committed to providing alternative work schedule arrangements for attorneys at all levels, from junior associate to partner. The Firm believes that attorneys can and will remain committed professionals while working alternative schedules, and that such schedules should not limit opportunities for career development, experience and advancement.

2023 Vault Law Firm Diversity Survey

Attorneys Working Reduced Hours

20 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	3	12	0	0
Equity Partners	0	0	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	1	2	0	0
Non-Partner-Track Attorneys	0	2	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:

The Firm offers family-planning benefits through WinFertility, which offers personalized guidance and support to help employees understand the benefits, select providers, navigate the healthcare system, and use the financial benefits the Firm offers towards fertility programs and egg-freezing costs.

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?

The Firm's parental leave policy is gender-neutral. Attorneys who give birth receive 18 weeks of leave. Those who do not give birth receive 10 weeks of leave.

2023 Vault Law Firm Diversity Survey

Parental Leave Policy

Describe the firm's parental leave policy.

The Firm's parental leave policy is gender-neutral and allows for up to 18 weeks of paid leave following the birth or adoption of a child. Attorneys may opt to take additional unpaid leave up to 18 weeks.

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?

- No** 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.
- No** 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 does not have any billable hours requirements or bonus targets. Attorneys who take parental leave are eligible for their full bonus.

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
- No** Other (please elaborate):

Accessibility

What steps has the firm taken to create an inclusive environment for attorneys with disabilities?

- Yes** Has evaluated and addressed issues of accessibility in firm buildings, workspaces, and parking facilities
- Yes** Has a clear and well-communicated process for attorneys to request accommodations or raise other workplace concerns
- Yes** Non-discrimination policy explicitly includes disability as a protected category
- No** Other (please elaborate):

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 particularly committed to developing long-term strategies to enhance diversity and inclusion, including in the leadership ranks. Our Executive Committee is 46% women or diverse and includes our Chief Diversity and Inclusion Officer.

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

Over the last five years, our partnership classes have averaged approximately 42% women and 27% diverse attorneys in the U.S.

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

Further, in 2022, Willkie earned 2022 Mansfield Certification Plus from Diversity Lab for its success in building a diverse leadership, highlighting the Firm's effective, long-term focus on recruiting, developing and promoting diverse attorneys.

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

The Firm's top three priorities remain the recruitment, retention and promotion of diverse attorneys.

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

Through our

Recruiting Committee, Diversity & Inclusion Committee, Women's Professional Development Committee, the Professional Personnel Committee and the Task Force on Retention and Inclusion, we have created programs and initiatives to address these priorities.

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

0

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?

Candidates should seek to understand the Firm's commitment to diversity, inclusion, and retention. To encourage diversity among our candidates, Willkie continues to (1) broaden our applicant pool, (2) increase measures to reduce implicit bias in the recruiting process and (3) work to create an environment in which all individuals can thrive.