

# Fish & Richardson

## 2023 Vault Law Firm Diversity Survey

### LEADERSHIP

#### Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
John Adkisson, President and C.E.O.	White	Male	

#### Executive Committee

Total Number of Attorneys on Committee: 9

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native		0	0	0
Asian	0	0	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	5	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

**2023 Vault Law Firm Diversity Survey**

**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
Whitney Smallwood, Diversity & Inclusion Director
Becca Mancini, Diversity & Inclusion Specialist
DeShayla Wright, Diversity & Inclusion Data Analyst

**DEI Committee**

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

In what year was the committee formed?

**2005**

Total Number of Attorneys on DEI Committee: **11**

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

Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? **N/A**

Does the firm have a non-discrimination policy in the employee handbook or elsewhere in firm materials? **Yes**

**2023 Vault Law Firm Diversity Survey**

**ATTORNEY DEMOGRAPHICS**

**Attorney Headcount**

360 Total attorneys in U.S. offices

370 Total attorneys worldwide (including all U.S. and global offices)

**U.S. Associates**

129 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>77</b>	<b>52</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	15	15	0	0
Black or African-American	3	2	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	54	30	0	0
Two or More Races	5	5	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	6	4	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Equity Partners

99 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>82</b>	<b>17</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	1	0	0	0
Asian	5	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	70	16	0	0
Two or More Races	5	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	3	1	0	0
Individuals with Disabilities	4	0	0	0

U.S. Non-Equity Partners

82 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>61</b>	<b>21</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	12	8	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	2	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	44	9	0	0
Two or More Races	2	3	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	2	0	0	0
Individuals with Disabilities	2	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

47 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>37</b>	<b>10</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	2	2	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	33	7	0	0
Two or More Races	1	0	0	0
Other or Unknown	1	0	0	0
<b>Additional Demographics</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	1	0	0
Individuals with Disabilities	0	1	0	0

U.S. Non-Partner-Track Attorneys

3 Total Non-Partner-Track Attorneys

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

2023 Vault Law Firm Diversity Survey

U.S. Law Clerks

6 Total Law Clerks

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

U.S. Office Managing Partners

11 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	1	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	6	3	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	1	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
<b>Race / Ethnicity</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>0</b>
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	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	6	2	0	0
Two or More Races	0	2	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	2	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:

We’ve adopted the Mansfield Rule which requires us to consider diverse attorneys for at least 30% of the candidate pool for leadership and governance roles, equity partner promotions, and lateral positions. In recent years corporate legal departments have taken differing approaches to pushing diversity in their outside law firms. Many have partnered with the ABA and its Resolution 113 to track data through an industry-wide "model diversity survey." Many firms, including Fish, provide diversity metrics through this standardized form. This industry-standard survey allows for comparison across firms in metrics such as representation and promotion of women, people of color, openly LGBT, and persons with disabilities.

**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 required to address their contributions to advancing D&I in their annual individual assessments.



**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**

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**HBCUs**

Does the firm recruit at law schools of Historically Black Colleges and Universities (HBCUs)?

**Yes**

If yes, which HBCUs does the firm hire from?

Howard University School of Law, University of the District of Columbia David A. Clarke School of Law, Florida A&M University College 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?

CUNY School of Law, Golden Gate Univ Law School, N. Carolina Central U School of Law, So. Univ. Law Center, TX So. Univ-Thurgood Marshall School of Law, Univ of SF, Western State College of Law at Westcliff Univ, Univ of North Carolina, Univ of Alabama, Univ of Miami.

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

Link:

Fellowships

Diversity Fellows Programs Link: Diversity Equity & Inclusion.pdf (sharepoint.com)

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## 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

Lavender Law Career Fair; National Society of Black Engineers; Society of Hispanic Professional Engineers

### **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.)?

Recognizing that diverse backgrounds provide unique perspectives and having a team that reflects the diversity of the public enhances the quality of legal services we provide to our clients, we work hard to attract, retain and advance diverse legal staff. In 2019, Fish implemented structured interviews in our summer associate recruiting process. With a focus on eliminating bias in the interview process, this approach to interviewing speaks to increasing the representation of people from diverse backgrounds in the firm and it helps to embed diversity and inclusion in all of our processes and procedures.

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

### **Summer Associates**

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

Fish hires 1L Diversity Fellows each year. Each fellow is matched with a Diversity Fellow Mentor who provides support during the Summer Program and throughout the following academic year. Diversity Fellows also participate in the Leadership Council on Legal Diversity 1L Scholars Program. All Summer Associates are included in our diverse Affinity groups, which foster a sense of community by sharing common backgrounds and interests, and enhance development of members. We also have an Allyship group for those wanting to support our diverse employees.

**2023 Vault Law Firm Diversity Survey**

**1L Summer Associates**

Does the firm hire 1L summer associates?

Yes

19 Total 1L summer associates at the firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>11</b>	<b>8</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	1	5	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	7	3	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	2	1	0	0
Individuals with Disabilities	0	0	0	0

**Diversity Program Participants**

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

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2023 Vault Law Firm Diversity Survey

2L Summer Associates

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

15 Total 2L Summer Associates at the Firm in 2022

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

2L Summer Associates Who Received Offers

15 Total 2L Summer Associates Received Offers

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

2L Summer Associates Who Accepted Offers

13 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	3	2	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	3	1	0	0
Two or More Races	0	2	0	0
Other or Unknown	1	0	0	0
<b>Additional Demographics</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	1	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?

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**New Attorneys Hired**

28 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>17</b>	<b>11</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	1	7	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	13	3	0	0
Two or More Races	2	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

**Mandatory Arbitration**

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

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

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



**2023 Vault Law Firm Diversity Survey**

**CULTURE AND COMMUNITY**

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**Affinity Groups**

Does the firm have internal affinity groups or networks?

**Yes**

If yes, list the firm's affinity groups:

9 groups-Women, Asian, South Asian & Middle Eastern, African American, LGBTQ+, Hispanic/Latino, Parent/Caretakers, Allyship, and Military & Veterans

## **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 serves to assist in recruitment and to promote development and retention of legal staff through enrichment and mentorship with partnering opportunities. Affinity Groups provide both tools and resources that enhance the personal and professional development of members. These groups help to foster a sense of community among staff who share common backgrounds and interests. All groups meet on a regular basis and are influential in building diversity within our firm. Affinity Group leaders are provided with a Toolkit of best practices and meet with Diversity & Inclusion leadership on a quarterly basis. Affinity Groups receive annual budgets that they are encouraged to apply to programming and member appreciation. The Diversity and Inclusion team supports the coordination of group events by engaging vendors and providing other logistical support.

## 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:

EMPOWER Women's Initiative biennial summit designed to provide women at all levels throughout the firm with an opportunity to make meaningful connections with each other; Leadership through Enrichment, Action, and Diversity (LEAD) regional programs that are designed to develop the relationships between our women and their clients and encourage networking with new potential clients.

In 2022, we organized our first-ever biennial People of Color Retreat. Our attorneys, technology specialists, and directors across all Fish offices gathered in person to engage in roundtable discussions and attend business development workshops. Also for the first time in 2022, we invited all attorneys, technology specialists, and directors from our RainbowFish LGBTQ+ Affinity Group to attend a member retreat followed by the LGBTQ+ Bar Lavender Law Conference and Career Fair.

Participants in these events spent valuable time together with their Affinity Groups, planning for future programming, and had opportunities to enjoy more informal time together over dinners and site-seeing activities. â€

**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 LAAC serves as a collaborative, communication, and feedback liaison between the litigation associates and the leadership of the litigation practice group. The LAAC is committed to constructively communicating, developing, promoting, and helping to achieve litigation practice group initiatives, goals, and strategies, including those that enhance organizational effectiveness, improve training and mentoring, and foster group cohesion and camaraderie.

**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 Diversity Advisory Committee along with each Affinity Group leader executes internal marketing campaigns highlighting events and providing information to commemorate observances specific to their groups throughout the year, such as Pride Month, Black History Month etc. The Diversity & Inclusion Team partners with Affinity Group leaders to organize internal events to celebrate heritage months and other holidays. Past offerings have included book clubs, film screenings, and speaker presentations. Our Firm President sends timely emails concerning specific events such as the introduction of our new racial injustice initiative directly after the death of George Floyd, and he instituted a new day off for the observation of Juneteenth every year encouraging employees to take part in community engagement on this day.

**2023 Vault Law Firm Diversity Survey**

**NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT**

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**Mentoring & Sponsorship**

Does the firm offer a mentorship or sponsorship program that connects diverse attorneys with senior leadership?

**Yes**

If applicable, describe the mentoring or sponsorship program

Each Affinity Group serves to assist in recruitment and to promote development and retention of legal staff through enrichment and mentorship. One of our signature EMPOWER programs is our group mentoring program, EMPOWERment, which is designed to foster meaningful connections across practice groups and offices. Our Asian Affinity Group also coordinates a group mentoring program, ALLIES, which is designed to connect junior members of the Affinity Group with more experienced attorneys. Mentoring pods, comprising principals, associates, and technology specialists, meet monthly to discuss relevant topics, such as relationship building, career planning, and stress management, and participate in pod-chosen social events.

## 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:

The Diversity & Inclusion and Professional Development Teams partner with industry experts to provide trainings throughout the year for all legal staff. A number of these are specifically designed for our diverse attorneys. Past topics have included "How to Thrive While Working Remotely as a Professional of Color" and "Strategic Negotiation for Women in Law."

Fish is proud to partner with several organizations to further our diversity & inclusion efforts. The Leadership Council on Legal Diversity (LCLD) is an organization who have dedicated themselves to creating a truly diverse U.S. legal profession. LCLD offers numerous programs that are designed to attract, inspire, and nurture the talent in society and within organizations, thereby helping a new and more diverse generation of attorneys ascend to positions of leadership. Fish is proud to participate in LCLD's Fellows, Pathfinders, and 1L-Scholars programs.

Our diverse attorneys also have access to professional development programs through our sponsorship of a number of diverse professional associations such as: Diversity Flexibility Alliance (DFA), Corporate Counsel Women of Color (CCWC), Hispanic National Bar Association (HNBA), LGBTQ+ Bar Association, Society of Hispanic Professional Engineers (SHPE) and more.



## 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

In 2019, Fish created a phased program in the firm's litigation group to ensure consideration of diverse attorneys for inclusion in every proposal for new work and to include diverse attorneys in business development meetings with clients and we now monitor and staff with diversity in mind.

## 2023 Vault Law Firm Diversity Survey

### External Professional & Business Development Opportunities

Does the firm support associate involvement in external activities related to diversity, equity, and inclusion, such as the following?

- Yes** Pays for associate membership in diversity bar associations or other affinity organizations
- Yes** Sponsors associate participation in diversity, equity, and inclusion conferences
- Yes** Supports associate participation in other external DEI-related activities, events, or organizations (please describe):

); We sponsor and attend these events/programs: National Society of Black Engineers Annual Convention; Society of Hispanic Professional Engineers National Convention; South Asian Bar Association Annual Convention; LGBTQ+ Bar Lavender Law Conference; Society of Asian Scientists and Engineers Conference; National Asian Pacific American Annual Convention.

**2023 Vault Law Firm Diversity Survey**

**PROMOTION AND ADVANCEMENT**

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**Countering Implicit Bias**

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

**Yes**

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

The Firm tracks who is assigned to all client pitches and work assignments are reviewed to ensure that women and diverse lawyers are receiving work that will advance their careers. Leadership has taken implicit bias training and is responsible, along with D&I members, to actively listen for bias and participate in performance reviews and promotions.

**Upward Reviews**

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

**No**

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

## 2023 Vault Law Firm Diversity Survey

### Diverse Slate of Candidates

Does the firm employ any of the following measures to ensure that a diverse slate of candidates is considered for promotions, leadership roles, or hiring?

- Yes The firm is Mansfield Certified
- Yes The firm is Mansfield Certified Plus
- 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):

In 2019, we implemented structured interviews for summer associate and diversity fellow hiring to eliminate bias. We have D&I members actively involved in listening for bias in all promotion discussions and in leadership assignment roles.

### 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 offer Staff Attorney and Of Counsel roles to those who want an alternative 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.

**58%**

**Promotions to Partnership**

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

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

**Discretionary**

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

Yes, we publish our compensation ranges but we do not disclose individual bonuses.

### **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:

Unpaid goal reductions and leaves of absence are fully supported at Fish with no stigma or negative impact on an attorney's career.

Participating in a reduced hours arrangement does not impact eligibility for partnership track/promotion.

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**2023 Vault Law Firm Diversity Survey**  
**Attorneys Working Reduced Hours**

79 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	3	5	0	0
Equity Partners	17	3	0	0
Non-equity Partners	10	7	0	0
Counsel / Of Counsel	26	8	0	0
Non-Partner-Track Attorneys	0	0	0	0

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**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:

Egg freezing, adoption and other fertility procedures

## 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?

Primary Caregiver: A primary caregiver is an individual who while on leave will be the primary caregiver for the child. Secondary

Caregiver: A secondary caregiver is an individual who while on leave will support the primary caregiver of the child.

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

18 weeks

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

8 weeks

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.

Our parental leave enables full-time and part-time legal billable employees to take time off from work within one year of a child's birth or adoption, or placement of a child by court order.

## 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.

We make the following resources available: Maternity Management Resources and tools through Blue Cross Blue Shield app-based program; Milk Stork a breast milk delivery services for business traveling moms; Back-Up Childcare through a partnership with sanctioned daycare providers for up to 20 days per calendar year; Nannies, Elder Care, Pet Care and More which provides free access to a database of preferred sources; Infant Transition Care program where we supply 20 extra days of care during child's first 12 months; Parenting Resources through our Employee Assistance Program; and Parenting Support through an internal affinity support group of employees.

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**2023 Vault Law Firm Diversity Survey**

**INCLUSIVENESS AND ACCESSIBILITY**

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**Equity in Benefits**

Do the firm's health care benefits, family leave, and bereavement leave include same-sex spouses and domestic partners?

**Yes**

**LGBTQ+ Inclusivity**

What steps has the firm taken to create an inclusive environment for transgender and gender non-conforming individuals?

- Yes** Provides gender-neutral restrooms/facilities
- Yes** Offers health insurance plans that provide equitable benefits for transgender employees and dependents
- Yes** Provides an opportunity for employees to share preferred pronouns
- 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**

20 Total Number of Departures among Associates in 2022:

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>12</b>	<b>8</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	1	4	0	0
Black or African-American	0	1	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	9	2	0	0
Two or More Races	1	1	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	1	0	0

**Departures among U.S. Partners**

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

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
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	2	1	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

0

**2023 Vault Law Firm Diversity Survey**

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

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

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

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## 2023 Vault Law Firm Diversity Survey

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### SUCCESSSES AND PRIORITIES

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#### Top Three Accomplishments

What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

##### #1

Diversity, equity, and inclusion are an integral part of who we are as a firm, and Fish & Richardson has made a long-term commitment to building and sustaining a diverse and inclusive workforce. Our Diversity Strategic Plan links together a variety of programs that support recruitment, retention, professional development, and outreach, and is designed to help us attract, retain, and advance a diverse legal staff. As a result of all these efforts, women and minority attorneys have served or now serve in the following leadership roles at Fish: Board of Directors, Finance Committee, Management Committee, Compensation Committee, Practice Group Leader, Office Managing Principal, Recruiting Principal, Court of Appeals for the Federal Circuit Recruiting Committee Chair, Professional Development Committee, and Diversity Committee. Four of the nine members of our elected Management Committee, our most powerful operating committee, are women or diverse attorneys. Our efforts are also reflected in our administrative leadership. Five of our seven chief positions are held by women, and 58 percent of Directors of business services departments are women. Leadership that reflects the diversity of our community helps us to keep diversity, equity, and inclusion at the heart of all that we do.

Since we first launched our diversity and inclusion strategic plan, we've had many successes -- from significant policy changes to development of highly-valued programs that foster diversity, equity, and inclusion within the firm. The below initiatives demonstrate some of these successes:

#### Mansfield Rule and Reducing Bias in Promotion and Hiring

In June 2017, Fish became one of the first 30 U.S. law firms to adopt the Diversity Lab Mansfield Rule, which requires law firms to consider diverse attorneys for at least 30% of the candidate pool for leadership and governance roles, equity partner promotions, and lateral positions. In order to meet evolving Mansfield Rule goals, we implemented procedures that provide more opportunities for diverse attorneys to have direct client contact in business development meetings. The firm has achieved certified status every year since participating in the Mansfield Rule's inaugural pilot.

In 2022, Fish received the highest designation of Mansfield Rule, 5.0 Certified Plus, from Diversity Lab for successfully reaching at least 30% diverse lawyer representation in a notable number of current leadership roles, including participation in formal client pitch opportunities. Fish's designation came after a 12-month certification process, which included frequent firm check-ins, data collection, and ongoing collaboration through monthly group knowledge sharing meetings.

By carefully reviewing a diverse pool of candidates, we ensure the best talent - including diverse talent - is leading our firm.

## 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

##### Affinity Groups & Internal Engagement

We strive to establish a sense of belonging by having active affinity groups embedded in our organization, and in 2020 we expanded our affinity group membership to all firm employees. Affinity Groups at Fish:

- \*Women
- \*LGBTQ+
- \*Asian
- \*South Asian & Middle Eastern
- \*Black
- \*Hispanic/Latino
- \*Allyship
- \*Military & Veterans
- \*Persons with Disabilities

In addition, the firm supports Fish Family Connect, a popular forum for caregivers. Members of the group collaborate virtually to share resources and offer support to parents, guardians, and caregivers across the firm. Over 150 Fish caregivers participate in this forum. Each Affinity Group serves to assist in recruitment and to promote development and retention of legal staff through enrichment and mentorship. Our Asian Affinity Group, for example, coordinates a one-to-one mentoring program that pairs associates with more senior associates and principals. Mentoring pairs meet throughout the year. Affinity Groups provide tools and resources that enhance the personal and professional development of members. All groups receive annual budgets that they are encouraged to apply to substantive programming and networking events. These groups help to foster a sense of community among staff who share common backgrounds and interests. All groups meet on a regular basis and are influential in building diversity within our firm. The Allyship Group, formed in 2021, supports members of our community that do not self-identify with our other Affinity Groups, but wish to increase their own cultural competence and educate themselves on the ways they can work to remove the barriers that impede our diverse employees from contributing their talents to our community. The group coordinates development opportunities to provide members with the tools necessary to engage in meaningful and empathetic cross-cultural dialogue and identify ways they can appropriately use their privilege to bring about change.

## 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

In 2022, we organized our first-ever biennial People of Color Retreat. Our attorneys, technology specialists, and directors across all Fish offices gathered in person to engage in roundtable discussions, attend business development workshops, and hear a keynote address from Michelle Silverthorn, the founder and CEO of Inclusion Nation. Participants spent valuable time together with their Affinity Groups, planning for future programming, and had opportunities to enjoy more informal time together over dinners and site-seeing activities. ~ DEI Creditable Hours

Diversity, equity, and inclusion contributions are critical to the success of our firm, and Fish is committed to advancing these efforts across the profession. As such, firm leadership expects contributions from attorneys at all levels and reviews those contributions as part of the annual compensation process. To acknowledge this valuable work, in 2022 we announced creditable DEI time for legal staff.

Attorneys may reach a maximum of up to 50 hours of approved DEI contributions annually.

Approved DEI Activities include:

- \* Serving on the Diversity Advisory Committee
- \* Serving as an affinity group (co-)chair
- \* Participating in affinity group meetings
- \* Participating in substantive sessions as part of formal diversity mentoring programs
- \* Participating in recruiting for the firm's diversity fellowship program or at firm-sponsored diversity career events
- \* Serving in an approved leadership capacity with a firm-sponsored diversity organization



## **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**

Diversity equity, and inclusion are strategic priorities at Fish. Our Diversity and Inclusion strategic plan aims to maximize the contributions and engagement of our talent, exceed the increasing expectations of our clients, and be a leader in diversity, equity, and inclusion in today's legal landscape and our communities.

Vision: Increase diversity and inclusion at all levels of the firm, building on the foundation of an inclusive culture that leads to new insights, better decision-making, and greater business performance.

#### Strategic Objectives:

- i. Diversity -- Increase representation at all levels of the firm
- ii. Inclusion -- Increase connections and a sense of belonging for all of the firm's people
- iii. Equity -- Identify and minimize barriers that prevent success
- iv. External Engagement -- Achieve greater impact together

## **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**

In recent years, we have pursued these objectives in many ways. We strive to increase diverse representation by expanding recruiting efforts and have conducted new diversity recruiting programs on law school campuses and virtually. We have also implemented bias training for all hiring managers to reduce bias in hiring procedure firmwide. We have infused equity into our policies and procedures by reviewing and recommending changes to the elevation and promotion process for legal staff and providing bias training to our Group Leaders and PDSC. We have increased connections and sense of belonging by opening up affinity group membership to all firm employees, creating new affinity groups, and establishing a new Diversity Council that includes business professional staff. We continue to increase external engagement by connecting attorneys to social justice work through the Law Firm Antiracism Alliance and other pro bono efforts, and charitable giving decisions are informed by affinity group members to best identify areas of impact in their communities.

## **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**

As a firm, Fish approaches diversity, equity, and inclusion from a humble place. We know that we have more work to do in advancing these four objectives, and we are making a long-term commitment to improve, but we are proud of the impact our efforts have had so far.

**2023 Vault Law Firm Diversity Survey**

**ADVICE TO CANDIDATES**

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**Advice**

What advice do you have for candidates who are looking for a diverse and inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to diversity, equity, and inclusion?

We encourage candidates to ask about the strategic goals for diversity. Also suggest asking about specific internal and external programs offered and how they can become involved once they join.