

# Foley Hoag LLP

## 2023 Vault Law Firm Diversity Survey

### LEADERSHIP

#### Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Jeff Collins, Managing Partner	White	Male	
Jim Bucking, Managing Partner	White	Male	

#### Executive Committee

Total Number of Attorneys on Committee: 6

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>4</b>	<b>2</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	2	0	0
Two or More Races	1	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

*includes Middle Eastern North African (MENA)*

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**

Rosa Nuñez, Chief Diversity, Equity & 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?

2015

Total Number of Attorneys on DEI Committee: **13**

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>9</b>	<b>5</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	1	2	0	0
Hispanic or Latinx	2	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	6	1	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**

338 Total attorneys in U.S. offices

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

**U.S. Associates**

161 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>78</b>	<b>83</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	8	17	0	0
Black or African-American	3	12	0	0
Hispanic or Latinx	15	9	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	50	41	0	0
Two or More Races	2	2	0	0
Other or Unknown	0	2	0	0
<b>Additional Demographics</b>	<b>10</b>	<b>14</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	9	9	0	0
Individuals with Disabilities	1	5	0	0

2023 Vault Law Firm Diversity Survey

**U.S. Equity Partners**

73 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>60</b>	<b>13</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	2	1	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	2	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	54	10	0	0
Two or More Races	1	0	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	3	0	0	0
Individuals with Disabilities	1	0	0	0

*includes Middle Eastern North African (MENA)*

**U.S. Non-Equity Partners**

72 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>41</b>	<b>31</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	0	5	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	2	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	37	23	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
<b>Additional Demographics</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	3	1	0	0
Individuals with Disabilities	1	0	0	0

2023 Vault Law Firm Diversity Survey

**U.S. Counsel / Of Counsel**

29 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>14</b>	<b>15</b>	<b>0</b>	<b>0</b>
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	2	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	9	12	0	0
Two or More Races	1	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. Non-Partner-Track Attorneys**

4 Total Non-Partner-Track Attorneys

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>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

3 Total Law Clerks

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	0	0	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	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>0</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

U.S. Office Managing Partners

2 Total U.S. Office Managing Partners

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

2023 Vault Law Firm Diversity Survey

U.S. Hiring Committee

16 Total U.S. Hiring Committee Attorneys

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

As per Mansfield Rule Certification Plus requirements, we aim to always consider and achieve at least thirty percent women, lawyers from underrepresented racial/ethnic groups, lawyers with disabilities, and LGBTQ+ lawyers for top leadership roles, lateral hiring, promotions into the equity partnership, and participation in client pitch meetings. We also extend these requirements to our hiring for all legal positions, including summer associates.

**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?

Departmental goals and objectives are tied to business success and reported out quarterly which is tied to compensation.



## 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 in 2022

**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?

Howard University School of Law in 2022

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
<b>Scholarships</b>	

Link:

**Internships**

Link:

**Fellowships**

Charles J. Beard, II Diversity Fellowship As part of the firm's long-standing commitment to diversity and inclusion, we are proud to sponsor a diversity fellowship for outstanding first-year law students from backgrounds underrepresented in the legal profession. This fellowship is named in memory of our former partner, Charlie Beard, II who was the first African-American lawyer promoted to partner at a major Boston law firm. Charlie, known for his wise counsel, humor and intellect, believed education held the key to personal development and success for young people. Fellowship recipients receive a paid Summer Associate position with our firm and an award of up to \$45,000 to assist with law school tuition. The award is paid in three installments: \$15,000 upon completion of the 1L summer with the firm; \$15,000 upon completion of the 2L summer with the firm; and the remaining \$15,000 upon joining the firm as a full-time associate. In order to receive the second payment of the fellowship award, a Foley Hoag Diversity Fellow must receive and accept an offer to return to the firm for the full summer associate program following the Fellow's 2L year and must not be the recipient of a diversity award from another law firm. To receive the final payment of the fellowship award, a Foley Hoag Diversity Fellow must receive and accept an offer of full-time post-graduate employment and join the firm as a full-time first-year associate. Link: [https://www.floreruit.com/v2/app/foleyhoag/jobs/MTAzN350MDNKZIBxUWJHSUZTWWwyOHFTZHBtO1MnZ6lIDk\\_/apply](https://www.floreruit.com/v2/app/foleyhoag/jobs/MTAzN350MDNKZIBxUWJHSUZTWWwyOHFTZHBtO1MnZ6lIDk_/apply)

## **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

The firm actively participates in The Lavender Law Conference & Career Fair, Boston Lawyers Group's Annual Diversity Job Fair, The National Black Law Students Association Job Fair, and the Southern Region of the Black Law Students Association Career Fair and Resume Collection.

### **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.)?

We conduct interviewer training, which includes an implicit bias section conducted by our DEI Department together with Legal Recruiting and covers topics such as encouraging the use of behavioral interview questions, redacting GPAs from resumes and not circulating transcripts to callback interviewers, and conducting blind writing sample reviews during On Campus Interviews for student candidates.

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

### **Summer Associates**

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

The DE&I Department hosts a professional development summer program called ELEVATE for summer fellows from firm programs such as the Charles J. Beard II Diversity Fellowship, Sponsors for Educational Opportunity (SEO) and Law in Tech Diversity Collaborative. Throughout the summer, the department holds professional development brown bag lunches on a variety of topics, including networking, building personal brands, mental health and resiliency practices, and imposter syndrome.

We are also proud to share that we are members of The Leadership Council on Legal Diversity (LCLD). Of note, all of our diverse 1L summer associates are LCLD Scholars and attended the LCLD Summit which involved a number of training and networking events for diverse 1Ls at firms across the country.

2023 Vault Law Firm Diversity Survey

**1L Summer Associates**

Does the firm hire 1L summer associates?

Yes

6 Total 1L summer associates at the firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	1	0	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	1	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

**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?

5

2023 Vault Law Firm Diversity Survey

2L Summer Associates

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

25 Total 2L Summer Associates at the Firm in 2022

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

2L Summer Associates Who Received Offers

25 Total 2L Summer Associates Received Offers

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

2L Summer Associates Who Accepted Offers

24 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>14</b>	<b>10</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	3	1	0	0
Black or African-American	0	2	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	5	0	0
Two or More Races	2	1	0	0
Other or Unknown	1	1	0	0
<b>Additional Demographics</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	4	5	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?

2

**New Attorneys Hired**

60 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>30</b>	<b>31</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	4	9	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	16	17	0	0
Two or More Races	4	0	0	0
Other or Unknown	1	1	0	0
<b>Additional Demographics</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
LGBTQ+ Individuals	3	2	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:



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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:

\*ACCESS -- persons with disabilities

\*Agents of Change -- dedicated to expanding awareness about racial and social issues related to diversity, equity, and inclusion matters

\*Asian American Pacific Islander (AAPI) Affinity Group

\*Black Attorneys Collective (BLAC)

\*FirstGEN -- first generation attorneys

\*La Asociaci3n Latina -- Hispanic/Latinx

\*PRISM -- LGBTQ+

\*Women Associates Group

\*Women's Forum -- focused on the recruitment, retention and career advancement of women attorneys

\*Womxn of Color -- including both cis- and trans-women and femme and/or feminine-identifying, non-binary individuals

## 2023 Vault Law Firm Diversity Survey

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

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

The firm has a formal affinity group program managed by the DE&I Manager. All affinity groups are supported financially and strategically by the DE&I Department. Events, career development opportunities, conferences, etc. are supported by the firm. The DE&I Manager supports the Co-chairs (leaders) of each affinity group and hosts bi-monthly check-in meetings to discuss strategy, recap events, review membership trends, and to explore solutions for ongoing opportunities.

The support given to our affinity groups helps to ensure their work aligns with the firm's expectations to enhance cultural awareness, bridge communities, and influence company policy and workplace culture. In addition, the DE&I Manager serves as the primary contact to the affinity groups and provides a sustainable infrastructure for strategic success and offers direction to further scale efforts for further impact.

Each group is assigned a Partner Advisor. The Partner Advisor serves as a powerful catalyst in the maturity of our affinity groups and helps bridge the gap between leadership's expectations and the group's success. Additionally, our Professional Development Department adds credibility and supports the Affinity Group's Co-chairs by drawing connections between actions in leading an affinity group to core competencies that can be included in the Co-chairs' annual performance reviews.

## 2023 Vault Law Firm Diversity Survey

### DEI Events

Does the firm host DE&I retreats or conferences? **Yes**

Does firm leadership attend these events? **Yes**

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

The firm hosts a diverse array of DE&I-centric events year round. For example, the firm hosts DE&I Town Halls two times a year. During these events, all of our people congregate to hear departmental updates from every Chief or Director on updates specifically related to DE&I.

In addition, in February of 2023, the firm hosted the inaugural BLAC Summit, a retreat for the firm's Black/African American-identifying attorneys.

## 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?

**Yes**

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

Foley Hoag has a strong mentoring culture. All of our mentoring programs have a reverse mentoring component in which teaching and learning flow in both directions. We encourage mentors to learn from their mentees by seeking to understand issues from their perspective, and how their identities impact their experiences in the workplace. We view reverse mentoring as a way to build a strong mentoring relationship.

Some examples in which reverse mentoring is a focal point are the partner-associate pairings and the Women's Mentoring Circles. The Women's Mentoring Circles include women and non-binary attorneys at all levels and the goal is to build community, seek and provide mentorship, learn new skills and perspectives, and expand their networks. The circles have evolved into spaces where trusted colleagues can support one another, offer guidance, and thoughtfully discuss both professional and personal matters in a confidential setting. Meetings are often associate led.

**2023 Vault Law Firm Diversity Survey**

**Associate Committee**

Does the firm have an associate committee that consults with the partnership?

**No**

If applicable, describe how the associate committee engages with the partnership:

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## 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?

Our firm honors and celebrates key milestone diversity milestones, such as Black History Month, International Women's Day and Women's History Month, Asian American Pacific Islander Heritage Month, LGBTQ+ Pride Month, and Latinx Heritage Month through collaborative efforts between the firm's Affinity Groups, the DE&I Department and firm colleagues.

For Black History Month in 2023, Foley Hoag hosted an in-person keynote and reception event featuring special guest Glenn Singleton of Courageous Conversation!

For International Women's Day and Women's History this year, the firm hosted a lively panel conversation which featured women leaders at the firm who spoke on women's leadership and empowerment with a focus on the path to and rewards of partnership.

The firm presented for Asian American Pacific Islander Heritage Month a discussion of An Asian American Perspective on Race and Racism in America featuring Angela Oh, civil rights activist and Senior Attorney Mediator at Asian Americans Advancing Justice.

Pride Month for 2023 included three key events in the firm's Boston, DC, and New York offices featuring Kenneth Reeves, the first openly gay African-American man to have served as mayor of any city in the United States; Gerard Fischetti, Corporate Counsel at Gingko Bioworks, on the topic of exploring Asian American Pacific Islander and LGBTQ+ identities; and Annie Segarra, Intersectional Latina Queer and Disabled Activist.

For Pride Disability Month, the firm is offering two opportunities to continue increasing awareness of important topics related to disabilities in the workplace: Workplace Mental Health 101, hosted by National Alliance on Mental Illness NYC and an ACCESSibility and Inclusivity of Legal Professionals with Disabilities Workshop.

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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

REACH is a unique career development opportunity for first-year law students from historically underrepresented backgrounds. REACH pairings are carefully selected by the DE&I Department in order to ensure a truly successful mentoring relationship between students and Foley Hoag attorneys. Our REACH mentors are committed to coaching and advising their mentees on a variety of career-related matters. Through regular check-ins, our mentors share their experiences in the legal profession, their considerations with respect to practice area choice, and their knowledge of the evolving job market.

As part of the REACH mentorship program, students are invited to attend firm-hosted speaker series and events centered on DE&I principles. Prior REACH participants have enjoyed connecting with Foley Hoag's vast network of attorneys from our Boston, NY and DC offices.

ELEVATE is a mentorship program for all incoming associates and is designed to ensure that our future leaders enjoy a successful integration to Foley Hoag. First year associates and lateral attorneys who enroll in ELEVATE are paired with a mentor who serves on the firm's Committee of Diversity, Equity & Inclusion (DE&I). This advisor bolsters their ELEVATE mentee's internal support network while providing them with the resources and recommendations to aid them through their career journey at the firm.

The Women's Mentoring Circles launched in 2013 as an opportunity for Foley Hoag's women attorneys to build community, seek and provide mentorship and expand their internal networks. The Circles have evolved into spaces where trusted colleagues can support one another, offer guidance, and thoughtfully discuss both professional and personal matters in a confidential setting.

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

### **Professional Development**

Does the firm offer professional development programs specifically for diverse attorneys?

**Yes**

If applicable, elaborate on the professional development programs available to diverse attorneys:

In addition to offering programs specifically for diverse attorneys, such as the BLAC Summit, LCLD, and ELEVATE, among others, the firm also strives to incorporate a diversity, equity and inclusion lens when planning professional development programming and initiatives for all attorneys. For example, we offer coaching on communication skills that are tailored to the individual attorney needs and seek to accommodate various learning styles including supporting our neurodivergent lawyers.



## 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

Many departments have designated Partner Staffing Managers who are tasked with monitoring work assignments to ensure that equitable work allocation is achieved.

Additionally, on a bi-monthly basis, the Chief Diversity, Equity, and Inclusion Officer and Senior Manager of Diversity, Equity, and Inclusion, alongside senior leaders from the Professional Development Department, meet with each of the firm's Department Chairs to discuss the diversity pipeline. These meetings are strategic in nature, and initiatives to ensure underrepresented groups are provided with the tools, resources, training, and networks required for advancement in their careers. Other considerations such as hours, work allocation, potential burnout, and other issues that may require attention from firm leadership are discussed.

## 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 are a member of the Leadership Council on Legal Diversity (LCLD) and support firm attorneys in the Fellows and Pathfinders programs.

The firm is a long-time member of The Greater Boston Chamber of Commerce (GBCC) which is an organization that provides an array of networking and professional development opportunities to individuals working in the Boston area. Participation in the GBCC provides networking opportunities; brand visibility and credibility within the business community; professional development opportunities; and industry and regional insights, and more.

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## 2023 Vault Law Firm Diversity Survey

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### 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

We believe in active firm participation across all levels of the organization when it comes to interrupting implicit bias.

The firm has a multi-pronged approach to actively mitigate implicit bias in all forms.

Recently, the firm partnered with BeEquitable to deliver a 2-hour unconscious bias training which was mandatory for all senior leaders at Foley Hoag and members of selected firm committees. Learning objectives included (i) How does bias function in the brain? What impact does bias have on decision-making? (ii) How do experiences and identities shape our biases? (iii) How can the PAUSE Modelâ„¢ and perspective-taking disrupt bias? And (iv) How do we commit to implementing strategies for disrupting bias in key work situations?

Further, firm management is provided with comprehensive DE&I data and analytics on a quarterly basis. These DE&I Scorecards show trends in recruitment, retention and advancement of attorneys from historically under-represented groups.

Additionally, the firm's Partner Chairs meet with the Chief Diversity, Equity & Inclusion Officer on a monthly basis to review the associate pipeline, to identify any areas of concern, to evaluate development of attorneys and to ensure that there is an equitable distribution of work. Firm leaders routinely review work assignments and hours billed to key client matters so that attorneys of underrepresented racial and ethnic groups are not excluded.

The Chief Diversity, Equity & Inclusion Officer reviews all compensation and promotion proposals to further ensure fairness in retention and promotion across the organization.

In addition, Foley Hoag community members have access to a myriad of in-house trainings and interactive workshops on a range of topics, including:

- oTwo virtual, on demand DE&I training programs for all firm-personnel, focusing on the basics of DE&I, identity and belonging, inclusive communication, power, privilege and unconscious bias.

- oUnconscious Bias sessions for Interviewers.

- oBystander Intervention to Stop Anti-Asian and Xenophobic Harassment.

- oInterrupting Unconscious Bias in Performance Reviews.

- oLGBTQ+ 101 + allyship.

- oUnderstanding Religious Diversity in the Workplace.

#### 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

All counsel, associates, international lawyers, advisors, and technology specialists who have been at Foley at least three months are solicited annually to provide feedback for any supervisors with whom they have worked, including partners, counsel and senior associates. This process is conducted through an outside, third-party vendor, and all feedback is confidential and anonymous. A summary of the feedback is provided in an individual report to each supervising attorney who has three or more reviewees, or less if the reviewee requests their feedback still be included.

## 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 both staff attorneys (associates) and also select counsel who are on a non-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.  
**53%**

**Promotions to Partnership**

13 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>8</b>	<b>5</b>	<b>0</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	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

**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?

Unlimited

**Compensation**

Are associate salaries lockstep or discretionary?

**Lockstep**

## 2023 Vault Law Firm Diversity Survey

### **Bonuses**

Are associate bonuses lockstep or discretionary?

**Hybrid**

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

The firm has a hybrid approach to associate bonuses. At the base, associate bonuses are lockstep. If associates meet their billable hours target and are performing at a consistent pace within their peer range, they will receive the bonus that is appropriate for their class year. Associates may receive additional amounts if they exceed the minimum hour requirement within a particular range and/or if they engage in business generation opportunities for the firm.

### **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:

It may have no impact assuming the associate's continued pace of development, breadth and depth of work experiences, and strong performance level.

2023 Vault Law Firm Diversity Survey  
Attorneys Working Reduced Hours

12 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	1	4	0	0
Equity Partners	0	0	0	0
Non-equity Partners	2	1	0	0
Counsel / Of Counsel	0	3	0	0
Non-Partner-Track Attorneys	0	1	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?  
No

If applicable, describe the family-planning resources available:

**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?

18 weeks



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

### **Parental Leave Policy**

Describe the firm's parental leave policy.

All firm personnel receive a total of 18 weeks of paid leave at full compensation. Personnel may use accrued and unpaid time to extend parental leave. Parental leave is gender neutral and does not distinguish between primary and secondary caregivers.

## 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.

Foley Hoag offers pro-rated billable hours targets. For an individual on approved leave, the billable hours target will be adjusted proportionally by the amount of (1) leave time, whether paid or not and (2) time not at work due to a reduced schedule. Additionally, the parental leave policy is described above. Also, private mother's rooms are available. They are equipped with a small refrigerator, sink, and comfortable chair.

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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
- Yes Other (please elaborate):  
Gender Transition Guidelines

**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**

18 Total Number of Departures among Associates in 2022:

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>8</b>	<b>10</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	1	0	0	0
Hispanic or Latinx	1	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	5	8	0	0
Two or More Races	0	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	1	0	0
Individuals with Disabilities	0	0	0	0

**Departures among U.S. Partners**

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

Demographics	Men	Women	Nonbinary	Unknown
<b>Race / Ethnicity</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>0</b>
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	8	0	1	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>1</b>	<b>0</b>
LGBTQ+ Individuals	0	0	1	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

5 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>2</b>	<b>3</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	1	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

### 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

##### Expansion of Affinity Groups

At Foley Hoag, we want our people to feel included, valued, and respected and have access to equal opportunity to succeed. We are thoughtful in maintaining practices and resources to support our people to enjoy long and productive working careers at our firm. To this end, we support the efforts of our employee affinity groups -- each led by firm members from across all of our offices. We have scaled the comprehensive affinity group program. For example, launched last summer, ACCESS, through its programming and initiatives, seeks to ensure its members, and legal and business services professionals with disabilities more broadly, have the resources and support needed for active participation in all aspects of society. Additionally, another new affinity group was established. FirstGEN is dedicated to celebrating and supporting attorneys who are the first in their family to enter the legal profession. FirstGEN aims to empower its members through peer-to-peer mentorship, community-building events and offerings, and programs geared towards career development.

## 2023 Vault Law Firm Diversity Survey

### Top Three Accomplishments

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

#### #2

Enhanced Firm Policies

Comprehensive Parental Leave Policy

All firm personnel -- legal and business services -- receive a total of 18 weeks of paid leave at full compensation. Personnel may use accrued and unpaid time to extend parental leave. Parental leave is gender neutral and does not distinguish between primary and secondary caregiver.

Unlimited Billable Policy for DE&I Work

The firm launched a global billable hour credit policy for time invested contributing to the firm's DE&I initiatives and legal recruiting activities. Recognizing DE&I as an integral part of the firm's long-term strategic mission and goals, Foley Hoag has eliminated any hours cap on the credit given for DE&I and legal recruiting activities.

The policy is designed to encourage attorneys' and all other timekeepers' participation in DE&I initiatives and fully recognize those who invest that time. It is unmatched among large law firms to date and is identical to the firm's policy with regards to pro bono work.

## 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

##### Associate and Counsel Lockstep Compensation and Bonus

The lockstep compensation model promotes equity and encourages collegiality. Salaries are set based upon seniority encouraging client work to be distributed to the best qualified attorneys at the firm.

Additionally, the firm has a hybrid approach to associate bonuses. At the base, associate bonuses are lockstep. If associates meet their billable hours target and are performing at a consistent pace within their peer range, they will receive the bonus that is appropriate for their class year. Associates may receive additional amounts if they exceed the minimum hour requirement within a particular range and/or if they engage in business generation opportunities for the firm.

##### Foley Hoag Earned Mansfield 4.0 and 5.0 Certification-Plus Status -- Undergoing 6.0

Now entering its sixth year, the Mansfield Rule has become the standard by which law firms track and measure that they have affirmatively considered at least 30 percent women lawyers, lawyers of color, LGBTQ+ lawyers, and lawyers with disabilities for firm leadership and governance roles, equity partner promotions, formal client pitch opportunities, and senior lateral positions.

##### The Foley Hoag Foundation's Impact

Additionally, The Foley Hoag Foundation supports programs addressing inequality in its various forms, including racial, ethnic, gender, and wealth disparities across the nation and to raise awareness about these issues. Since its founding, the Foundation has awarded more than \$3,800,000 in grants to over 440 organizations.



## **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 has a three-pillar strategic approach to diversity, equity, and inclusion. These pillars inform our top three priorities for moving forward with our DEI goals and are outlined below.

\*Create a truly inclusive workplace: We intend to scale our culture and capacity building. We are committed to developing and strengthening the skills, instincts, abilities, processes, and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.

## **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**

\*Build and maintain a diverse workforce: Our corresponding priority is to increase accountability. One way we will do this is to publish our DE&I stats and progress more robustly both within and outside the firm.

## **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**

\*Foster an equitable workplace: We will continue to provide our people with equitable opportunities to excel in their roles and to grow into their careers by increasing leadership accountability around retention and advancement, while positioning Foley Hoag as a leader in the space and employer of choice.

## 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?

Foley Hoag's Chief Diversity, Equity & Inclusion Officer shares with candidates:

Stay true to who you are, never compromise your values and ask meaningful and insightful questions to help understand if the interviewing firm is the right fit. Ask thoughtful questions during interviews such as (i) How many billable hours are allotted for DE&I? (ii) What opportunities exist at the firm for an associate to becoming involved in leadership activities with respect to DE&I? (iii) Are there pro bono opportunities that are centered around specific DE&I issues such as racial justice, the Latinx community, etc.? Answers to these questions will help give the candidate an accurate picture of what to expect if they decide to join a particular firm.