

Shook, Hardy & Bacon L.L.P.

2023 Vault Law Firm Diversity Survey

LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Madeleine McDonough, Chair	White	Female	LGBTQ+

Executive Committee

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	6	5	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	1	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
Additional Demographics	0	1	0	0
LGBTQ+ Individuals	0	1	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

Lolly Cerda, Director of Strategic Diversity Initiatives

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: **10**

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	4	6	0	0
American Indian or Alaska Native		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	1	5	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	1	0	0
LGBTQ+ Individuals	0	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

523 Total attorneys in U.S. offices

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

U.S. Associates

158 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	79	79	0	0
American Indian or Alaska Native	0	0	0	0
Asian	6	5	0	0
Black or African-American	6	11	0	0
Hispanic or Latinx	7	6	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	56	51	0	0
Two or More Races	4	6	0	0
Other or Unknown	0	0	0	0
Additional Demographics	10	4	0	0
LGBTQ+ Individuals	7	4	0	0
Individuals with Disabilities	3	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Equity Partners

140 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	101	39	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	3	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	3	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	89	33	0	0
Two or More Races	6	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	2	3	0	0
LGBTQ+ Individuals	2	3	0	0
Individuals with Disabilities	0	0	0	0

U.S. Non-Equity Partners

119 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	69	50	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	3	0	0
Black or African-American	2	2	0	0
Hispanic or Latinx	2	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	62	40	0	0
Two or More Races	0	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	3	1	0	0
LGBTQ+ Individuals	1	1	0	0
Individuals with Disabilities	2	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

78 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	44	34	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	4	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	5	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	36	26	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	1	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	1	0	0

U.S. Non-Partner-Track Attorneys

28 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	13	15	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	12	13	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	1	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Law Clerks

1 Total Law Clerks

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

U.S. Office Managing Partners

16 Total U.S. Office Managing Partners

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

2023 Vault Law Firm Diversity Survey

U.S. Hiring Committee

33 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	19	14	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	2	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	2	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	12	10	0	0
Two or More Races	1	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

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:

In July 2021, Shook began participating in the Mansfield Rule Certification 5.0 process, which has a very rigorous process and requirement threshold related to consideration of diverse candidates for all leadership positions. We achieved that certification one year later. Currently, the firm is preparing for its 6.0 certification with the potential for Certification Plus.

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?

Shook's Executive Committee, senior management, Diversity & Inclusion, Search, Professional Development and Associates Committees, and Office and Division Managing Partners share in the responsibility of leading our diversity and inclusion efforts and holding the firm accountable for achieving an inclusive work environment where all are respected. We pay close attention to our initiatives, measure our progress and evaluate efficacy on an ongoing basis. We willingly provide transparency of our D&I journey to all firm employees. For a number of years, attorneys completed our award-winning Individual Diversity & Inclusion Commitment Plan (formerly known as the D&I Checklist). This was a great tool and innovative in its time, however, given our progress on the diversity front, in 2021, we opted to incorporate D&I accountability into our self-evaluation process where it continues to be tied to the attorney evaluation and compensation. The Executive Committee reviews all partner input in this regard during the compensation process. All other attorneys' input is reviewed and incorporated into year-end evaluations, compensation and bonus processes by the Associates Committee.

2023 Vault Law Firm Diversity Survey

DEI Training

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

- Yes** Provides annual DEI training that addresses implicit bias for all attorneys
- Yes** Provides annual DEI training that addresses implicit bias for all attorneys and staff
- Yes** Provides DEI training specifically for firm leadership/managers/department chairs
- Yes** Includes DEI training in on-boarding process for new associates and/or summer associates
- Yes** Retained a DEI consultant to conduct a cultural assessment or review firm processes

If applicable, describe any other initiatives taken:

2023 Vault Law Firm Diversity Survey

RECRUITMENT AND HIRING

HBCUs

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

Yes

If yes, which HBCUs does the firm hire from?

Howard University, Texas Southern Thurgood Marshal Law School, District of Columbia, Southern University, Florida A&M, North Carolina Central

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?

Diverse: South Texas College of Law, University of Miami, Northwestern University

Private: University of Chicago Law School; Pritzker School of Law; Washington University School of Law; Chicago Kent College of Law; Notre Dame; SMU Dedman

Public: University of Missouri-Kansas City School of Law; University of Kansas School of Law; University of Iowa College of Law; University of Missouri School of Law; Washburn University School of Law; University of Houston Law Center; University of Texas School of Law; Michigan State; Florida International School of Law

2023 Vault Law Firm Diversity Survey

Scholarships

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

Yes

If yes, provide the following:

Description, opportunities available, and link	Number awarded in 2021
Scholarships	
The Shook Diversity Scholarship awards eligible, outstanding first-year and second-year law students a \$12,000 renewable scholarship (up to \$36,000 total) to offset the expenses of their legal education Link: https://www.shb.com/-/media/files/careers/legal-recruiting/div_shook_diversity-scholarships_2023.pdf?rev=131f2318e14a4abb94c4fd3f6291ead6&hash=F658E5E14C3DE1007603CCFEA00B7BE6	17

Internships

Link:

Fellowships

an innovative diversity and inclusion-focused development program concentrated on litigation and trial skills, leadership and career success competencies for the underrepresented law school student. 16 opportunities available each year. Link: <https://www.shb.com/careers/law-students/shook-scholars-institute>

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

Southeastern Minority Job Fair, Heartland Diversity Legal, Lavender Law, Cook Country Bar Assoc Minority, Veterans Legal

Combating Implicit Bias

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

In preparation for the upcoming law school hiring cycle, the firm's Search (hiring) and D&I Committees have partnered together to offer CLE-level implicit bias training to all attorneys who participate in summer associate and associate interviews.

The firm also utilizes a staggered, multi-session interview model whereby each candidate interviews with 12 different attorneys, each of whom complete their own individual evaluation of the candidate using a standardized evaluation form. Associate and summer associate candidates are ultimately considered for offers by a committee of 43 attorneys representing multiple cross-sections of the firm.

2023 Vault Law Firm Diversity Survey

Summer Associates

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

Our firm actively recruits first-year students through our Summer Associate Program. The Shook Diversity Scholarship awards up to four outstanding rising second-year law students a 10-week salaried summer associate position and a \$36,000 total scholarship to offset the expenses of their legal education. To receive the scholarship, the student must accept an offer to participate in Shook's full summer associate program following completion of the second year of law school; and receive and accept an offer to join Shook as an associate. Shook offers summer associates several training opportunities in a variety of skills, including a writing workshop, a negotiation program, a trial practice program, and a multitude of lectures and presentations, and numerous working opportunities.

2023 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

9 Total 1L summer associates at the firm in 2022

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

None, scholarships only offered to 2L law students

2023 Vault Law Firm Diversity Survey

2L Summer Associates

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

17 Total 2L Summer Associates at the Firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	8	9	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	3	1	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	7	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	1	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	1	0	0

2L Summer Associates Who Received Offers

17 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	8	9	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	3	1	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	7	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	1	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	1	0	0

2L Summer Associates Who Accepted Offers

15 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	7	8	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	3	1	0	0
Hispanic or Latinx	0	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	3	6	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	1	0	0
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?

8

New Attorneys Hired

49 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	21	28	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	2	0	0
Black or African-American	3	5	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	11	18	0	0
Two or More Races	3	2	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

Mandatory Arbitration

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

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

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

2023 Vault Law Firm Diversity Survey

CULTURE AND COMMUNITY

Affinity Groups

Does the firm have internal affinity groups or networks?

Yes

If yes, list the firm's affinity groups:

Asian, Black, LatinX, LGBTQ+, First Generation Professionals and 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?

Our initial ERG was a single-office pilot proposed by one of our LGBTQ+ attorneys, and the firm wholehearted agreed to support it. It was later expanded firm-wide, and the other groups listed below were launched as well. The firm provides a budget for the each of the ERGs. Our Employee Resource Groups (ERGs) were launched in 2020 and now include Asian, Black, First Generation Professionals, LGBTQ+, LatinX and Veterans. Each group holds regular meetings and plans group events designed to share a bit of the ERG group culture with their members. Additionally, they offer professional development opportunities, engage in recruiting efforts and are participating in and leading related pro bono matters. The ERGs are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace and provide both attorneys and professional staff a space to discuss topics important to them in a safe and supportive environment.

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:

Diversity Retreat, Pathways to Inclusion, D&I Webinar Series

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:

Supervise associate and of counsel evaluations, associate morale, associate luncheons, and partnership recommendations. Associate members are also assigned the task of being the liaison between the associates and the Chairman as to any concerns the associates have about the Firm that associates wish to submit anonymously.

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 department provides webinars with speakers for each of these months. We also encourage our ERGs and Advocate Leaders to celebrate these days by providing opportunities to their groups and offices to join in local celebrations and share information and links about the dates.

2023 Vault Law Firm Diversity Survey

NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT

Mentoring & Sponsorship

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

Yes

If applicable, describe the mentoring or sponsorship program

Mentoring Programs

The Mentoring Task Force of the Professional Development Committee manages our mentor program whereby first year associates are matched with mid-level or senior associates of the firm. This program has developed from a one to three year program for first year associates. The firm's mentoring program also offers a second phase that matches 3rd through 5th year associates with more senior associates/partners and 6th through 7th year associates with partners.

Sponsorship Program

In an effort to help promote and expand diversity in the legal profession, Shook launched The Honorable Judge Jon Gray Lawyers Leadership Academy. Named after Shook Partner and former Jackson County, Missouri Judge Jon Gray, the initiative strives to develop and transition the next generation of ethnically diverse Shook lawyers into firm leaders who will eventually serve key clients. This program is designed for an inaugural class of six high potential, high performing senior Shook associates, who are within three years of partnership. The 18-month leadership development experience pairs a Fellow with a Champion who will assist in building acumen in leadership, an executive presence, provide client-facing opportunities and business development, as well as meaningful work-building trial practice skills.

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 Professional Development Committee (PDC) is responsible for the ongoing professional development needs of the attorneys at the firm. The PDC offers, on average, 60+ programs throughout the year that help in all areas of development. From basic and advanced trial practice week-long exercises, deposition skills, new lawyer survivor skills, writing skills, and carrying on an ongoing tradition of Bacon-Thomas luncheons, where all attorneys can hear about things happening inside the firm and out.

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

Practice Managing Partners, Section Chairs, and Partners across the firm continually monitor work distribution and reporting of billable hours to help ensure equal access and create significant client opportunities equitably across the firm.

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):

Provides billable hours credit for participation

2023 Vault Law Firm Diversity Survey

PROMOTION AND ADVANCEMENT

Countering Implicit Bias

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

Yes

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

In addition to departmental trainings across the firm, we offer webinars and our Pathways to Inclusion educational series, which is open to attorneys and professional staff and focuses on key D&I issues such as race, disability, religion, gender bias, generational diversity, transgender realities in the workplace, implicit bias and building successful teams.

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
- No** The firm is Mansfield Certified Plus
- No** 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:

Senior Counsel, Senior Staff Attorneys & Staff Attorneys

2023 Vault Law Firm Diversity Survey

Homegrown Partners

Please provide the percentage of equity partners at the firm as of December 31, 2022 who started as associates at the firm.
6267%

Promotions to Partnership

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	11	10	0	0
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	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	9	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

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?

Discretionary

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?

The firm does not publish compensation data externally; however, it is shared internally to all attorneys.

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:

At Shook, an attorney's decision to work a reduced hour schedule does not impact their ability to make partner, and there is no negative impact for attorneys who are already partners and working a reduced hour schedule. Shook attorneys have become partners while working reduced hour schedules, and income partners have moved up and into equity partnership while working reduced hour schedules.

2023 Vault Law Firm Diversity Survey

Attorneys Working Reduced Hours

31 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	1	2	0	0
Equity Partners	1	4	0	0
Non-equity Partners	1	4	0	0
Counsel / Of Counsel	1	9	0	0
Non-Partner-Track Attorneys	2	6	0	0

WORKING PARENTS

Family-planning Resources

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

Yes

If applicable, describe the family-planning resources available:

Shook offers family formation resources for comprehensive infertility services, including artificial insemination and ovulation induction. There's also in vitro fertilization (IVF), Zygote intra-fallopiantransfer (ZIFT), Gamete intra-fallopiantransfer (GIFT), Cryopreserved embryotransfers, Intracytoplasmic sperminjection (ICSI), and Ovum microsurgery, and breast milk shipping services

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?

14

2023 Vault Law Firm Diversity Survey

Parental Leave Policy

Describe the firm's parental leave policy.

An attorney who is the primary caregiver for a newborn or newly-adopted child is entitled to up to 14 weeks of paid parental leave at full salary upon the birth or adoption of the child.

Phase-Back to Work:

To provide flexibility upon a primary caregiver's return to work and to support a balanced transition, a primary caregiver may return to work on a reduced schedule for a period of three months following leave. This phase-back period is available to full-time attorneys, as well as to those working alternative schedules. Requests for reduced work schedule modifications extending beyond three months after parental leave are governed by the Firm's Alternative Work Schedules Policy.

Unpaid Parental Leaves:

An attorney may be able to take unpaid leave beyond the paid parental leave and phase-back period described above.

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.

Available to all attorneys, Shook offers flexibility programs, including a ramp-up policy and an alternative work schedule policy.

*Our ramp-up policy, which we call "Phase-Back," allows attorneys returning from parental leave the option to work a reduced-hours schedule during a three-month transition period. The option is available to all primary caregiver attorneys (regardless of whether they are the birth parent or adoptive parent), with no impact on their progression toward partnership.

*Additionally, our Alternative Work Schedule (AWS) program allows attorneys to work reduced hours on a flexible schedule that accommodates the needs of the attorney and the firm.

*An attorney who will be a caregiver for a newborn or newly-adopted child may take up to 14 weeks of paid parental leave upon the birth or adoption of the child. An attorney may be able to take additional unpaid leave beyond the paid parental leave and phase-back periods described above, as needed. Requests for additional unpaid leave can be made at any time. Such requests will be considered on a case-by-case basis by the attorney's Practice Managing Partner. Any paid or unpaid leave provided under this Policy will be attributed to and run concurrently with allowable FMLA leave.

2023 Vault Law Firm Diversity Survey

INCLUSIVENESS AND ACCESSIBILITY

Equity in Benefits

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

Yes

LGBTQ+ Inclusivity

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

No Provides gender-neutral restrooms/facilities

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

Yes Provides an opportunity for employees to share preferred pronouns

No 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):

Shook has been a member of the Mid America LGBT Chamber of Commerce since its inception ten years ago. This organization advocates, promotes and facilitates the success of the LGBTQ+ business community and their allies through the guiding principles of equality, inclusion, economics and education. Additionally, we participate in the Barnes Leadership Series hosted by the Chamber and Shook served as host of this series for seven years.

Accessibility

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

Yes Has evaluated and addressed issues of accessibility in firm buildings, workspaces, and parking facilities

Yes Has a clear and well-communicated process for attorneys to request accommodations or raise other workplace concerns

Yes Non-discrimination policy explicitly includes disability as a protected category

Yes Other (please elaborate):

In 2013 Shook launched a voluntary internal survey to ascertain which attorneys consider themselves to be differently-abled. This information gathering was the first step in creating initiatives specifically for attorneys with disabilities. In order to provide opportunities for education, our Parents' Task Force hosted a luncheon/seminar on children with special needs. Additionally, our D&I Committee has hosted sessions on the deaf culture, experiences, and leveraging diversity and fostering equality for the deaf. We continue to offer a variety of education on differently-abled issues.

2023 Vault Law Firm Diversity Survey

ATTRITION

Departures among U.S. Associates

29 Total Number of Departures among Associates in 2022:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	11	18	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	5	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	11	12	0	0
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

Departures among U.S. Partners

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

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

0

2023 Vault Law Firm Diversity Survey

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

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

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	5	9	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	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	3	8	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

SUCSESSES AND PRIORITIES

Top Three Accomplishments

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

#1

Our Employee Resource Groups (ERGs) were launched in 2020 and now include Asian, Black, First Generation Professionals, LGBTQ+, LatinX and Veterans. Each group holds regular meetings and plans group events designed to share a bit of the ERG group culture with their members. Additionally, they offer professional development opportunities, engage in recruiting efforts and are participating in and leading related pro bono matters. The ERGs are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace and provide both attorneys and professional staff a space to discuss topics important to them in a safe and supportive environment.

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

As of result of the employee engagement survey the firm conducted in 2022, we are currently planning strategic programming surrounding mentorship and sponsorship programs, work allocation and professional development, internal CLE presentations, our performance evaluation process, and leadership and coaching training, and transparency.

2023 Vault Law Firm Diversity Survey

Top Three Accomplishments

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

#3

The Honorable Judge Jon Gray Lawyers Leadership Academy

This 18-month program is designed for a class of six to seven high potential, high performing, diverse senior associates within two to three years of partnership consideration. It pairs a Fellow with a Champion, who assists in building acumen in leadership, executive presence, client-facing opportunities and business development, in addition to meaningful work-building trial practice skills. In our inaugural program, one third of both the Champions and Fellows are women and three of the Fellows have been promoted to Partner.

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

As a result of the employee engagement survey the firm conducted in 2022, we are currently planning strategic programming surrounding mentorship and sponsorship programs, work allocation and professional development, internal CLE presentations, our performance evaluation process, and leadership and coaching training, and transparency.

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

Increase the hiring and retention of minority and LGBTQ Attorneys.

Increased Hiring: Shook Scholars Institute, Diversity Scholarship, increased recruiting at law schools with diverse student populations, expanded lateral recruiting efforts and expanded job postings to diverse outlets

Increased Retention: Enhanced onboarding and integration mechanisms, robust feedback and evaluations, career progression tracking and gaining a better understanding of why attorneys leave and addressing those issues

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

Intentional focus on minorities and LGBTQ+ attorneys in leadership pipeline

Our formal succession planning program is a critical component of our diversity and inclusion efforts. Shook continually identifies and trains the next generation of leadership and second- and third-chair diverse attorneys to have diversity at the highest leadership positions and first-chairing significant cases. We intentionally focus on increasing the diversity of client team offering our attorneys greater exposure and opportunities for advancement

2023 Vault Law Firm Diversity Survey

ADVICE TO CANDIDATES

Advice

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

Candidates should start at the top and ask the following questions:

What leadership training programs do you offer to diverse attorneys?

Who is in charge of the hiring process and how are they making sure that the pipeline of candidates is diverse?

What tangible goals does the organization have surrounding diversity, equity, and inclusion?

What are some of the key DE&I actions your organization has taken in recent months?

Also, candidates should review the employer's website and social media to get a sense of the organization's culture and employees.

Many have a section on Diversity, Equity, and Inclusion. Seek out programs dedicated to diversity and inclusion. Look for workplace awards, diversity initiatives and philanthropic efforts in their leadership.