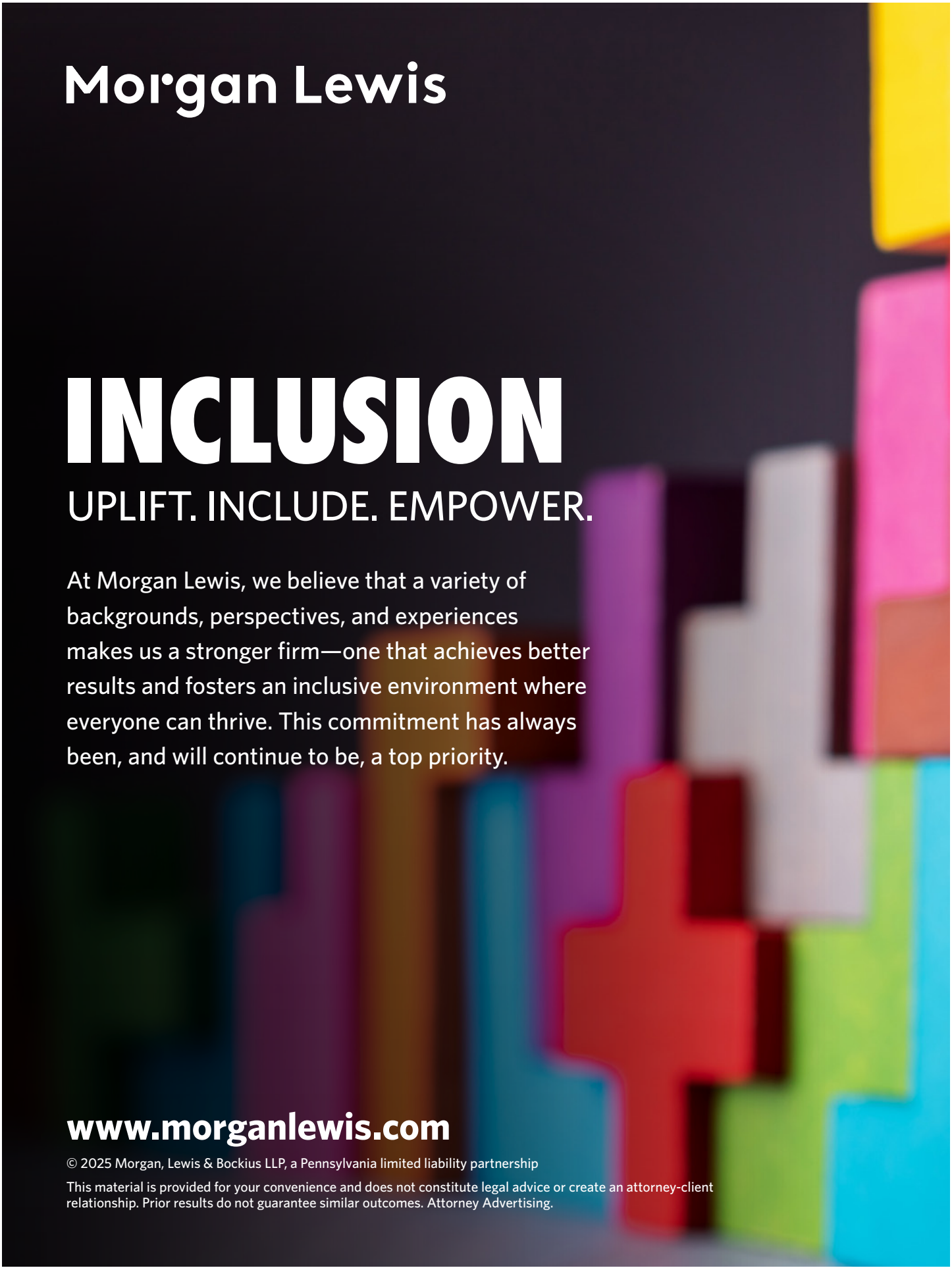

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Morgan, Lewis & Bockius LLP

2025 Vault Law Firm Culture & Inclusion Survey

LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Jami McKeon, Chair	White	Female	

Executive Committee

Total Number of Attorneys on Committee: 23

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**15**	**8**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	0	2		
Black or African-American			0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	15	6	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	**0**	**1**	**0**	**0**
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	1	0	0

As a global law firm, our leadership teams also include individuals across our Asia, Europe, and the Middle East offices who are note reflected in our response.

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2025 Vault Law Firm Culture & Inclusion Survey

Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives?
Yes

Name and Title
Amanda Smith, Chief Engagement Officer
Malaika Lindo, Senior Director of Engagement & Inclusion

DEI Committee

Does the firm have an inclusion committee or the equivalent? Yes

In what year was the committee formed?
2003

Total Number of Attorneys on DEI Committee: **18**

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**7**	**11**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	3	2	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	8	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

Our Inclusion Committee is led by Firm Chair Jami McKeon. As a global law firm, or leadership team also include individuals across our Asia, Europe, and the Middle East offices who are not reflected in our response.

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**

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2025 Vault Law Firm Culture & Inclusion Survey

Attorney Headcount

1,643 Total attorneys in U.S. offices

1,960 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

748 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**351**	**393**	**4**	**0**
American Indian or Alaska Native	1	0	0	0
Asian	42	78	1	0
Black or African-American	13	42	0	0
Hispanic or Latinx	31	33	1	0
Native Hawaiian or Other Pacific Islander	0	1	0	0
White	254	231	2	0
Two or More Races	0	0	0	0
Other or Unknown	10	8	0	0
Additional Demographics	**52**	**51**	**5**	**0**
LGBTQ+ Individuals	35	27	4	0
Individuals with Disabilities	17	24	1	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

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2025 Vault Law Firm Culture & Inclusion Survey

690 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**477**	**213**	**0**	**0**
American Indian or Alaska Native	2	1	0	0
Asian	25	28	0	0
Black or African-American	7	5	0	0
Hispanic or Latinx	17	7	0	0
Native Hawaiian or Other Pacific Islander	0	1	0	0
White	423	165	0	0
Two or More Races	0	0	0	0
Other or Unknown	3	6	0	0
Additional Demographics	**19**	**13**	**0**	**0**
LGBTQ+ Individuals	11	6	0	0
Individuals with Disabilities	8	7	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

U.S. Non-Equity Partners

0 Total Non-Equity Partners

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

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2025 Vault Law Firm Culture & Inclusion Survey

102 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**50**	**52**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	5	3	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	1	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	42	47	0	0
Two or More Races	0	0	0	0
Other or Unknown	1	0	0	0
Additional Demographics	**3**	**4**	**0**	**0**
LGBTQ+ Individuals	1	3	0	0
Individuals with Disabilities	2	1	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

U.S. Non-Partner-Track Attorneys

81 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**33**	**48**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	4	5	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	1	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	24	38	0	0
Two or More Races	0	0	0	0
Other or Unknown	2	1	0	0
Additional Demographics	**2**	**3**	**0**	**0**
LGBTQ+ Individuals	2	2	0	0
Individuals with Disabilities	0	1	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

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2025 Vault Law Firm Culture & Inclusion Survey

22 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**5**	**17**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	0	3	0	0
Black or African-American	0	5	0	0
Hispanic or Latinx	1	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	4	7	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	**4**	**6**	**0**	**0**
LGBTQ+ Individuals	3	6	0	0
Individuals with Disabilities	1	0	0	0

U.S. Office Managing Partners

27 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**16**	**11**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	2	1	0	0
Black or African-American	2	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	1	0	0
White	12	7	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	1	0	0
Additional Demographics	**0**	**0**	**0**	**0**
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African. As a global law firm, or leadership team also include individuals across our Asia, Europe, and the Middle East offices who are not reflected in our response.

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Schools

Does the firm recruit at law schools specifically to broaden the pool of applicants?

If yes, please list these law schools.

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Does the firm offer scholarships, internships, or fellowships?

Yes

If yes, provide the following:

Description, opportunities available, and link	Number awarded in 2024
Scholarships	
Morgan Lewis Foundation: The Morgan Lewis Foundation provides multiple scholarships of up to $40,000 over a two-year period to second- and third-year law students with excellent academic credentials and serious financial need. The foundation has awarded scholarships totaling more than $3.3 million since its founding in 2014. Link: No publicly available webpage	Approximately (15) scholarships are available. In 2024, we awarded (15) scholarship recipients.
Internships	
Sponsors for Educational Opportunity: Serve as an SEO Law Program Partner by hosting SEO Law Fellows in two of our offices. SEO Law Fellowship is the only summer internship of its kind to offer talented law students paid law internships in the summer before law school, immersive mentorship and networking, and law school prep and training. Link: https://www.morganlewis.com/our-firm/our-culture/inclusion#inclusive-recruiting	Approximately (2) opportunities are available. In 2024, (2) SEO Law Fellows joined our summer program.
Fellowships	
Morgan Lewis 1L Fellowship: We offer a select number of 1L Fellowships as part of our summer associate program. These opportunities provide first-year law students with early exposure to legal work, mentorship from experienced attorneys, and meaningful insight into life at our firm. Link: No publicly available webpage	Approximately (20) 1L fellowship opportunities are available. In 2024, (17) 1L Fellows join our summer program.

2025 Vault Law Firm Culture & Inclusion Survey

Does the firm participate in career fairs specifically to broaden the pool of applicants?

Yes

If yes, list the career fairs in which the firm participates

'-Bay Area Diversity Career Fair
-Boston Lawyers Group Job Fair
-Cook County Minority Job Fair
-LGBT Bar Association's Lavender Law Conference and Career Fair
-Loyola Patent Job Fair
-National Council on Patent Practicum (NCPP) Diversity Job Fair and Conference
-Northeast Black Law Student Association (NEBLSA) Job Fair
-Philadelphia Diversity Job Fair
-Patent Law Interview Program (PLIP)

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

Our Summer Associate Program offers a substantive training curriculum, hands-on pro bono opportunities, sophisticated client work, and engaging social activities. Our program starts with the Summer Program Kickoff""an interactive, multiday orientation with firm leaders, hiring partners, and all summer associates from across the country. The location of the kickoff changes each year and is hosted in an exciting city where we have an office. After the Summer Program Kickoff, training continues through our Summer Academy curriculum, which includes a balance of practice and professional skills training and development programming. Summer associates are also paired with associates and partners who offer guidance through a robust mentorship program, including connections with our firm's affinity group networks.

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Does the firm hire 1L summer associates?

Yes

19 Total 1L summer associates at the firm in 2024

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

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

Fellowship Program Participants

If applicable, how many of the law students who participated in the firm's 1L summer associate program in 2024 were hired through the firm's scholarship/internship/fellowship program?

17

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2025 Vault Law Firm Culture & Inclusion Survey

2L Summer Associates

Yes

106 Total 2L Summer Associates at the Firm in 2024

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**43**	**62**	**1**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	10	8	0	0
Black or African-American	2	7	1	0
Hispanic or Latinx	3	8	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	25	32	0	0
Two or More Races	0	0	0	0
Other or Unknown	3	7	0	0
Additional Demographics	**15**	**25**	**2**	**0**
LGBTQ+ Individuals	10	11	1	0
Individuals with Disabilities	5	14	1	0

2L Summer Associates Who Received Offers

103 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**41**	**62**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	9	8	0	0
Black or African-American	2	7	0	0
Hispanic or Latinx	3	8	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	24	32	0	0
Two or More Races	0	0	0	0
Other or Unknown	3	7	0	0
Additional Demographics	**15**	**25**	**0**	**0**
LGBTQ+ Individuals	10	11	0	0
Individuals with Disabilities	5	14	0	0

2L Summer Associates Who Accepted Offers

99 Total 2L Summer Associates Accepted Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**39**	**60**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	9	6	0	0
Black or African-American	1	7	0	0
Hispanic or Latinx	3	8	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	23	32	0	0
Two or More Races	0	0	0	0
Other or Unknown	3	7	0	0
Additional Demographics	**13**	**25**	**0**	**0**
LGBTQ+ Individuals	9	11	0	0
Individuals with Disabilities	4	14	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

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How many of the law students who participated in the firm's 2L summer associate program in 2024 were hired through the firm's scholarship/internship/fellowship program?

15

New Attorneys Hired

201 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**88**	**113**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	9	19	0	0
Black or African-American	6	9	0	0
Hispanic or Latinx	11	14	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	56	67	0	0
Two or More Races	0	0	0	0
Other or Unknown	6	4	0	0
Additional Demographics	**16**	**24**	**0**	**0**
LGBTQ+ Individuals	10	15	0	0
Individuals with Disabilities	6	9	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

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 ot mandatory arbitration provisions:

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Affinity Groups

Does the firm have internal affinity groups or networks (open to all employees)?

Yes

If yes, list the firm's affinity groups:

Morgan Lewis has a variety of active and popular lawyer networks/affinity groups within the firm that are open to all lawyers. Networks include Asian American/Asian Lawyer Network; Black Lawyer Network; Disability Awareness Lawyer Network; First Generation Lawyer Network; Hispanic/Latino Lawyer Network; LGBTQ+ Lawyer Network; Middle Eastern North African Lawyer Network; ML Women; Parent Lawyer Network; and Veterans Lawyer Network. Lawyer networks provide opportunities to connect through a common cause or interest in a space where our lawyers can feel comfortable sharing experiences that build comradery, support, and inclusion at all levels across offices.

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

A dedicated team of nine engagement and inclusion business professionals support and advise our networks. The groups provide lawyers at all levels with formal and informal support, mentoring, and fellowship focused on creating community and bringing enhanced opportunities to everyone at the firm.

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Does the firm host culture and inclusion retreats or conferences?	**Yes**
Does firm leadership attend these events?	**Yes**

If applicable, please describe these events:

We host several opportunities for our people to gather. Our lawyer networks that are open to all, host several programs and gatherings throughout the year that educate and engage our workforce, clients, and community. A small sampling of our events include the following:
oThe Parent Lawyer Network hosted a program sharing practical strategies for integrating mindfulness skills to help parents become less reactive and more thoughtful with their children. The speaker also discussed the reasons behind parental reactivity, ways to slow down reactions, and effective approaches to conflict resolution.
oIn acknowledgement and celebration of Asian American and Pacific Islander Heritage Month, we hosted two in-person gatherings for network members in Washington D.C. and San Francisco, CA. The aim was to build and expand relationships across the firm and to celebrate the heritages and cultures of network members.
oIn honor of Veterans Day, the Veterans Lawyer Network proudly hosted service events in our firm's Boston, Philadelphia, and Washington, D.C. offices. In collaboration with our Community Engagement and Engagement and Inclusion teams, Morgan Lewis personnel assembled a total of 812 care kits for Operation Gratitude, which included an assortment of essential hygiene products. The collective efforts of everyone involved embodied our firm's unwavering commitment to giving back and expressed our gratitude to U.S. military personnel and first responders.
oThe Black Lawyer Network convened in Philadelphia for a program aimed at fostering professional development, networking, and community connections. The event featured a fireside chat, and a partner perspectives panel.

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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:

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Associate Committee

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

Yes

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

Our Global Committee on Associates, supported by the firm's Associate Talent Team, advises Firm Chair Jami McKeon on a range of issues significant to associates and to the firm.

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2025 Vault Law Firm Culture & Inclusion Survey

Cultural Awareness

How does the firm commemorate important dates honoring different cultures of the employees within the firm?

Our popular lawyer networks are open to all and host heritage month and days of acknowledgment celebrations, webinars and social media campaigns that highlight the unique history, achievements, and contributions of our lawyers. Together with the leaders of our ten lawyer networks, we developed and implemented a two-pronged programming approach to celebrate, educate, and cultivate inclusion at the firm. First, our lawyer networks serve as a supportive environment for members to share resources and their observations and experiences in the legal industry. Second, but equally important prong, our networks, alongside our Engagement and Inclusion team, help to educate our broader population who are interested in learning and participating in allyship. Our expanded networks and programming have inspired conversations, projects, and enhanced opportunities for everyone at the firm.
Through our #WeAreMorganLewis social media campaign, a global communications initiative, we highlight the unique experiences and viewpoints of our lawyers. The campaign started in February 2018 and continues to commemorate the contributions of our lawyers during heritage months and days of acknowledgment, including Black History Month, Women's History Month, International Women Day, Asian American and Pacific Islander Heritage Month, LGBTQ+ Pride Month, Hispanic Heritage Month, and Veterans Day. In addition, Morgan Lewis observes Juneteenth as a firm holiday in the United States.

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Mentoring & Sponsorship

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

Yes

If applicable, describe the mentoring or sponsorship program

Investing time in talent fast-tracks development and builds enduring support. Mentoring takes many forms at Morgan Lewis, but the guiding principle that relationships matter always remains. Our enhanced programming offers all associates more formalized opportunities for connection as well as arms both mentors and mentees with the knowledge and tools to foster a successful mentoring relationship. Our enhanced approached includes mentor training around the fundamentals of a successful mentoring relationship, mentoring across difference, and how to elevate a mentoring relationship to one of sponsorship. In addition, we invite our lawyers to participate in small group coaching sessions with our Attorney Coaching team to foster learning through a cohort of peers. Finally, we have invested in resources to support in-person gatherings or one-on-one meetings for opportunities to connect and engage in settings beyond the virtual realm.

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

Yes

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

We are dedicated to providing opportunities for educational and professional development for all of our lawyers. We host new lawyer, mid-level, and senior associate academies that consist of two to three days of in-person professional skills training and development. Through a variety of discussions, lectures, and interactive exercises, we explore key topics such as inclusive leadership and management skills, client and business development, strategic career planning, and well-being""all while building lasting relationships with our firm and one another.
In addition, the firm gives associates a wide variety of in-house training opportunities to support their development.
Our ML Institute provides a standardized curriculum for all associates in every practice area and location. Practice-based assignment processes ensure that associates are given work experiences that promote their ongoing professional development.
Our lawyer networks also host workshops sharing best practices and tangible strategies for building relationships, with a focus on the participants unique opportunity to leverage their internal and external affinity networks.

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Does the firm monitor work distribution to ensure that all non-partner attorneys have equal access to quality assignments and significant client matters?

Yes

If applicable, describe how the firm monitors work distribution:

Morgan Lewis encourages a comprehensive approach to work allocation that focuses on the professional development of all lawyers. We are thoughtful and intentional in our approach to staffing and routinely monitor our work assignment processes to ensure that we foster opportunity and development for all.

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

Yes Pays for associate membership in bar associations subgroups or other affinity organizations
Yes Sponsors associate participation in inclusion conferences
Yes Supports associate participation in other external activities, events, or organizations (please describe):

The firm supports engagement in bar and industry association membership for all lawyers. Our attorneys are actively involved in bar and industry association conferences and events for thought leadership, business development opportunities, and client engagement. Through these networks, we routinely engage clients to share best practices and create programs and partnerships to provide mutually beneficial fellowship, support, and mentoring.

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Please provide the percentage of equity partners at the firm as of December 31, 2024 who started as associates at the firm.

Promotions to Partnership

24 Total Number of Attorneys Promoted to Partner in 2024 (includes promotions effective in 2024, not announced in 2024)

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**18**	**6**	**0**	**0**
American Indian or Alaska Native	0	1	0	0
Asian	4	1	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	2	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	12	4	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

BILLABLE HOURS AND COMPENSATION

Credit for Work Other than Billables

Does the firm provide billable credit for work not pertaining to clients, such as recruiting, business development, knowledge management, or inclusion efforts? 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

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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?

Yes, we publish compensation ranges.

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:

Morgan Lewis supports flexible work arrangements to help lawyers manage the demands of their personal and professional lives. A number of our lawyers have been promoted to partner while working on flexible schedules.

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Attorneys Working Reduced Hours

165 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	11	38	0	0
Equity Partners	30	34	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	9	23	0	0
Non-Partner-Track Attorneys	4	16	0	0

WORKING PARENTS

Family-planning Resources

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

Yes

If applicable, describe the family-planning resources available:

Our benefits offerings include a range of fertility and family-planning benefits, including adoption, paid family leave, foster care assistance, in vitro fertilization, surrogacy support, and other fertility procedures.

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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?
84 days, and birthing parents also have access to a separate Pregnancy Disability Leave.

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Describe the firm's parental leave policy.

Our Paid Parental Leave is gender-neutral and provides two types of leave to eligible non-partner lawyers: (1) Pregnancy Disability Leave (up to 10 weeks) for those recovering from the effects of pregnancy and childbirth; and (2) Child Parental Leave (up to 12 weeks) for parents welcoming a newborn or newly adopted child under 18. Accordingly, a birthing parent receives up to 22 total weeks of leave, and a non-birthing parent receives up to 12 weeks of leave. Eligible associates can participate in our Ramp Down/Ramp Up program offering billable hours credit in the weeks leading up to and following leave.

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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** Prorates 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 on-site day care, backup 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.

Our Parent Lawyer Network continues to be a foundational pillar in helping our lawyers who are parents advance while meeting parental and client needs. Acknowledging the challenges of "ramping down" for an extended leave and "ramping up" upon return, we provide billable hours credit to traditional-track associates prior to leave (including Primary Caregiver Leave) and following their return. The Ramp Down period is the three weeks prior to leave, during which the firm grants eligible associates 10 hours per week in billable hours credit (30 hours total). The Ramp Up period varies depending on the length of the leave""up to a maximum of 22 weeks, during which the firm grants 10 hours per week billable hours credit. To support this transition, the Parent Lawyer Network serves to coordinate Return to Work partner mentors for each attorney during their ramp up and ramp down period. Firm Chair Jami McKeon personally serves as a Return to Work mentor through the program. We also offer other benefits and resources to help support parents and families, including the following sampling:
oLactation Breaks | All of our offices have a private location for lactation breaks.
oBack-up Daycare for New Parents | Our back-up daycare benefit typically provides up to 20 days maximum, but for new parents we offer up to 20 additional days for a total of 40 days.
oTelehealth | This service gives our employees and their eligible dependents access to convenient online care.
oCrisis Care | We enacted this service, which enabled our partners and employees to receive a greater amount of funds to put towards care. Additional days of care were also provided to those in need.

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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 employees and dependents
- **Yes** Provides an opportunity for employees to share their pronouns
- **Yes** Uses gender-neutral terminology in its policies and materials
- **Yes** Non-discrimination policy explicitly includes gender identity and expression as a protected category
- **Yes** Other (please elaborate):

  We implemented a formal gender inclusion policy and enhanced our self-identification form for US employees to now have the option to self-identify as transgender or non-binary.

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):

  We have a Disability Awareness Lawyer Network that serves as a resource for our disabled lawyers and caregivers of disabled family members to share their experiences and learn from one another. The network is open to all lawyers and works to educate our colleagues and clients about the value our disabled lawyers and those caring for them bring to our community, and to make our lawyers aware of resources both within and outside the firm.

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Departures among U.S. Associates

150 Total Number of Departures among Associates in 2024:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**67**	**83**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	13	19	0	0
Black or African-American	5	12	0	0
Hispanic or Latinx	11	8	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	37	42	0	0
Two or More Races	0	0	0	0
Other or Unknown	1	2	0	0
Additional Demographics	**8**	**16**	**0**	**0**
LGBTQ+ Individuals	4	9	0	0
Individuals with Disabilities	4	7	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

Departures among U.S. Partners

60 Total Number of Departures among U.S. Partners in 2024

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**45**	**15**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	1	5	0	0
Black or African-American	2	0	0	0
Hispanic or Latinx	2	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	39	9	0	0
Two or More Races	0	0	0	0
Other or Unknown	1	1	0	0
Additional Demographics	**2**	**0**	**0**	**0**
LGBTQ+ Individuals	2	0	0	0
Individuals with Disabilities	0	0	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

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33 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2024:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	**19**	**14**	**0**	**0**
American Indian or Alaska Native	0	0	0	0
Asian	3	0	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	15	12	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	1	0	0
Additional Demographics	**1**	**1**	**0**	**0**
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	1	1	0	0

Please note, the data in the "Other or Unknown" race/ethnicity category represents those who self-identify as Middle Eastern or North African.

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2025 Vault Law Firm Culture & Inclusion 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 inclusion within the firm? (Number 1)

#1

Expanded Inclusion Programming | Together with the leaders of our ten global affinity networks, we developed and implemented expanded programming to celebrate, educate, and cultivate inclusion at the firm. Our expanded programming efforts have inspired conversations, projects, and enhanced opportunities for everyone at the firm. A sampling of these programming efforts include the following:

1. Succeeding as a Global Firm - Cultural Fluency and Relationship Building: As a global law firm with clients and colleagues from around the world, cultural fluency is a critical tool to provide exceptional client service both internally and externally. Cultural fluency, or an ability to understand and respond or adapt to the norms, communication styles, and perspectives of people from a wide range of cultures, helps one build relationships and more effectively serve a global client base. This training provided invaluable insights into understanding and embracing various cultures and enhancing one's ability to communicate, collaborate, and thrive in our globalized legal community.

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What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering inclusion within the firm? (Number 2)

#2

2. UK Black History Month Program: Reclaiming Narratives: In honor of Black History Month in the United Kingdom, the London Inclusion Working Group hosted an in-person poetry event. The program featured poets who highlighted this year's Black History Month theme of "Reclaiming Narratives" and celebrated the arts as a medium to share the rich histories and stories of individuals of Black heritage in the UK.

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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 inclusion within the firm? (Number 3)

#3

3. Tax & Estate Planning Program: the firm's Disability Awareness Lawyer Network hosted a program discussion of best practices and strategies for tax and estate planning for persons with disabilities and persons caring for dependents with disabilities. We invited speakers with nearly 30 years of experience specializing in estate planning, special needs planning, business succession, charitable planning, retirement planning, and insurance strategies.

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Top Three Priorities

What are the firm's top three priorities for advancing inclusion within the firm moving forward? (Number 1)

#1

We are fundamentally committed to continuous improvement when it comes to promoting a culture of inclusion for all. We consistently evaluate our programs and initiatives to ensure our efforts align with our commitment.

Enhanced Mentoring Program: We continue to invest in and evolve our mentoring program to better meet the needs of our associates. Our enhanced approach offers more formalized, structured opportunities for connection across the organization, while equipping both mentors and mentees with the tools and knowledge to foster meaningful, high-impact relationships.
Key elements of the program include:

1.Mentor training focused on the fundamentals of successful mentoring, mentoring across difference, and elevating relationships to sponsorship

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Top Three Priorities

What are the firm's top three priorities for advancing inclusion within the firm moving forward? (Number 2)

#2

2.Small-group coaching sessions with our attorney coaching team, enabling lawyers to engage in peer-based learning and development

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Top Three Priorities

What are the firm's top three priorities for advancing inclusion within the firm moving forward? (Number 3)

#3

3.Robust support for in-person gatherings and one-on-one meetings, creating space for connection and growth beyond the virtual environment.

Through these enhancements, we aim to cultivate a culture of mentorship that is inclusive, reciprocal, and aligned with our broader focus on belonging.

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Advice

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

Candidates should approach their job search with curiosity and intention""especially when assessing a firm's commitment to inclusion. Start by researching the firm well beyond its website. Explore the firm's presence across multiple platforms, including social media, to understand how it showcases its culture and whether it elevates a broad range of voices and perspectives. Inclusion must be championed from the top; leadership's commitment is critical to driving a culture inclusion and belonging. Finally, candidates should look into whether the firm highlights the lived experiences of its attorneys.

During the interview process, ask thoughtful questions that move beyond general statements of commitment. For example:

*Does the firm have an inclusion committee?
*What affinity groups exist, and what has participation in those groups look like for current attorneys?
*Are there opportunities to connect with the Inclusion & Engagement team?
*What flexible work arrangements are in place, and how does the firm support well-being?
*Can you share examples of how inclusion is practiced day-to-day?

Asking these questions not only signals your values""it helps you identify environments where you can thrive and be supported.

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