# Vault Law Firm Culture & Inclusion Questionnaire

## Firm Information

- **Firm Name:** Please provide the full name of your firm.

Arnold & Porter Kaye Scholer LLP

## Leadership

- **Head(s) of Firm:** Please provide the name and title of the head(s) of the firm (e.g., Chair, CEO, Managing Partner). Enter information for more than one individual, if applicable.

Michael D. Daneker, Partner & Global Co-Chair of Arnold & Porter
Ellen Kaye Fleishhacker, Partner & Global Co-Chair of Arnold & Porter
Sean Howell, Chief Executive Officer

- **Inclusion Professional(s):** Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives? If so, please provide the name and title of the inclusion professional. Enter information for more than one individual, if applicable.

Brenda Carr, Chief Diversity & Inclusion Officer

- **Ownership:** Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? If so, please note any related certifications (e.g., NAMWOLF).

No.



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## Culture and Community

- **Affinity Groups:** Does the firm have internal affinity groups or networks (open to all employees)? What affinity groups or networks does the firm have? What kind of support does the firm provide for these affinity groups or networks?

Arnold & Porter's affinity groups are open to every colleague and celebrate the experiences that shape our firm, foster connection, and spark meaningful conversations that expand awareness. Our affinity groups include:

• ACCORD (Attorney Community Championing Our Racial Diversity) focused on the experiences of lawyers from diverse racial and ethnic backgrounds.
• AIDE (Accessibility, Inclusion, Disability, and Empowerment) focused on the experiences of colleagues with apparent and non-apparent disabilities.
• APCares focused on the experiences of parents and caregivers.
• BLAC (Black Lawyers of ACCORD Caucus), a subgroup of ACCORD, focused on the experiences of Black lawyers.
• First Gen focused on the experiences of colleagues who are first-generation citizens or the first in their families to graduate from college and/or law school or enter a professional career.
• Interfaith focused on the experiences of colleagues from diverse religious backgrounds.
• Jewish Professionals focused on the experiences of colleagues who are Jewish.
• Muslim Professionals focused on the experiences of colleagues who are Muslim.
• Pride Lawyers focused on the experiences of LGBTQ+ lawyers.
• VALOR (Veterans and Affiliates Leadership Organization) focused on the experiences of veteran-affiliated colleagues and those interested in military and veteran communities.
• WISE Lawyers (Women's Initiative for Success and Empowerment) focused on the experiences of women lawyers.

Arnold & Porter supports its affinity groups through dedicated resources and active collaboration with the Diversity & Inclusion Department, providing each group with the infrastructure to cultivate community, foster dialogue, and contribute to the firm's inclusive culture.

- **Culture and Inclusion Events:** Does the firm host culture and inclusion retreats or conferences? If so, please describe these events.

Yes. Arnold & Porter integrates inclusion programming into firmwide summits, retreats, and conferences through two distinct, complementary approaches. First, inclusion programming regularly appears in firmwide partnership and practice group retreats. These sessions often feature internal or external speakers who provide timely insights on inclusion-related topics, keeping the firm's leadership and legal teams informed and engaged. Second, the firm hosts dedicated summits centered on inclusion, designed to foster connection, reflection, and shared learning across our global community of lawyers. These multi-day gatherings are open to all lawyers across the firm.

Both approaches reinforce the firm's commitment to a culture where inclusion is a visible and shared priority. By embedding these values into its retreats, conferences, and summits, Arnold & Porter strengthens alignment, builds community, and promotes consistent inclusion practices across offices and practice areas.

- **Cultural Awareness:** How does the firm commemorate important dates honoring different cultures of employees within the firm (e.g., Black History Month, Women's History Month, Pride Month, etc.)?

Arnold & Porter's calendar of cultural and heritage observances reflects the breadth of our community; each marked with programming designed to educate, connect, and celebrate across the firm. These programs are open to all Arnold & Porter colleagues, with select programs extended to alumni, clients, and friends of the firm. We also create and share messages through our intranet, firm leadership newsletter, and social media platforms to engage with internal and external stakeholders. Each observance is designed to deepen awareness and appreciation of the histories, cultures, and perspectives that shape our community. Programming typically includes speakers, fireside chats, and affinity group events that foster genuine dialogue and connection. Affinity groups contribute meaningfully to these observances, bringing their communities' perspectives and histories to the programming and inviting broad participation from across the firm.



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- **Inclusiveness:** Please describe steps the firm has taken to create an inclusive environment for women, people of color, LGBTQ+ individuals, people with disabilities, and parents/caregivers.

Arnold & Porter maintains a professional environment grounded in dignity, respect, and equal opportunity, where the firm values every individual for their perspectives and contributions. This commitment runs through the firm's culture and talent systems.

Arnold & Porter builds its approach to inclusion into the firm's infrastructure through affinity groups (open to all), benefits, resources, and programs designed to support all colleagues across a range of experiences and backgrounds, including women, people of color, LGBTQ+ colleagues, individuals with disabilities, and parents and caregivers.

The firm supports all colleagues, including LGBTQ+ colleagues, through comprehensive health insurance benefits, gender-neutral terminology in policies and materials, and a non-discrimination policy that explicitly includes gender identity and expression. For colleagues with disabilities, Arnold & Porter conducts accessibility evaluations in firm buildings and workspaces and maintains a clear and robust reasonable accommodations request process. Parents and caregivers have access to firm-supported resources spanning parental leave, backup childcare, nursing rooms, and an onsite Children's Center in our DC office, The firm offers optional new-parent coaching, an on/off ramp policy, eldercare support, and additional family and life-stage programming.

Taken together, these efforts reflect Arnold & Porter's conviction that a firm where every colleague can contribute fully and grow professionally is a stronger firm for its clients, its people, and the profession.

## Networking, Mentoring, and Professional Development

- **Mentoring & Sponsorship:** Does the firm offer a mentorship or sponsorship program that connects junior attorneys with senior leadership? If so, please describe.

Yes. Arnold & Porter offers a multi-layered firmwide mentoring program designed to support lawyers at every stage of their careers. New associates receive an Associate Advisor for their first six months, focused specifically on integration into the firm, and join peer mentoring groups led by more experienced lawyers. These groups meet regularly over the first two years and focus on connection, integration, and early career success. The firm's mentoring structure offers all third-year associates the opportunity to pair initially with more senior associates and, later as senior associates, lawyers are paired with partners at the firm.

In addition, the D&I team administers a recurring nine-month mentoring program open to all lawyers and business professionals that centers on development, cross-functional connection, and the values, experiences, and perspectives that shape how we work and lead. The program welcomes contributions across all levels and career stages and augments the Professional Development Department's mentoring programs.

Arnold & Porter structures mentoring deliberately, across career stages, practice groups, and firm functions, so that access to career-shaping relationships extends to every lawyer at the firm.

- **Reverse Mentoring:** Does the firm pair senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

Arnold & Porter does not currently have a formal reverse mentoring program. Cross-generational exchange and perspective-sharing are embedded in our mentoring and affinity group programming more broadly.



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- **Associate Committee:** Does the firm have an associate committee that consults with the partnership? If so, please describe how that committee engages with the partnership.

Yes. The Committee of Associates serves as a non-exclusive conduit for communication between the firm's management and associates. The committee meets regularly with the firm's Chief Legal Talent Officer, Chief Executive Officer, members of the firm's Management Committee, and the firm Co-Chairs to discuss issues affecting associates at the firm.

- **Professional Development:** Does the firm offer professional development programs specifically for junior attorneys? Please elaborate on the professional development programs available to junior attorneys.

Yes. Arnold & Porter structures professional development for junior lawyers as a deliberate sequence — from orientation through training, shadowing, and personalized career coaching. Seniority-based retreats are offered three key inflection points throughout an associate's career at the firm. At these retreats, topics such as leadership, management skills, career development, client relations, and business development are discussed and practiced through hands-on workshops, lecture series, and panel discussions.

New associates begin with a foundational retreat, an in-person multi-day program in the firm's Washington, DC office focused on developing the legal and professional skills essential for lawyers entering the profession, particularly at a large law firm. Following Foundations, new hires continue their development through a series of virtual orientation and integration sessions over their first six months. Most junior lawyers also participate in practice group-specific legal training curricula, which vary in frequency depending on the practice area, providing targeted, substantive instruction throughout their first years.

Beyond structured training, the firm's shadowing program provides junior lawyers with billable credit for observational legal opportunities — such as sitting in on a deposition or contract negotiation — allowing associates to gain firsthand exposure to substantive legal work.

In addition, Arnold & Porter's four in-house career strategists and coaches, all former lawyers, are integral to this development infrastructure, providing personalized, one-on-one career counseling to firm lawyers. These coaches offer a confidential space where lawyers can assess their career trajectory and define both short- and long-term career goals. In particular, all first-year associates attend a presentation on career development and meet regularly with their coaches throughout their first year. The firm's career coaching team remains a dedicated resource for every lawyer navigating the full arc of their career.

## Recruitment, Promotion, and Advancement

- **Recruitment Process:** What steps has the firm taken to build a more inclusive recruitment process (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

Inclusion and commitment to equal opportunity is built into every stage of Arnold & Porter's recruitment process. Interviewer training anchors this effort, with a robust component on identifying and interrupting decision-making bias. This training helps interviewers understand how unexamined assumptions can influence decisions and equips them with strategies to stay focused on candidate qualifications and potential. Where appropriate, the firm also uses standardized evaluation rubrics, helping interviewers focus on relevant criteria rather than instinct or "fit." In addition, the firm uses behavioral-based questions to provide consistency and reduce subjectivity across candidate evaluations.

Our National Hiring Committee guides summer associate hiring and supports consistency in recruiting across offices, promoting more efficient and consistent hiring decisions and equal opportunity across the system. Interviewers complete structured decision-making training as part of the recruiting process.



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- **Fellowship/Scholarship:** Does the firm offer any scholarships, fellowships, or internships? If so, describe those programs. How many of the law students who participated in the firm's most recent 2L summer associate program were hired through such a program?

Arnold & Porter does not currently offer a fellowship or scholarship program. The firm's law school outreach efforts reflect its ongoing investment in early pipeline development.

- **Advancement:** Describe any firm initiatives to create equal opportunities for all attorneys with respect to work allocation, performance reviews and upward reviews, and/or promotions.

Arnold & Porter embeds structured measures throughout its talent systems to support equal opportunities in work allocation, performance reviews, and promotions. The following examples illustrate that commitment:

• We conduct regular training for lawyers and business professionals, including members of the evaluation and promotions committees, on equal opportunity and how unexamined assumptions can impact talent management decisions.

• We review each associate's written annual performance evaluation for biased language, with particular care given to reviews that may not align with the lawyer's level and tenure.

• Our Practice Innovation & Management Department and the Practice Group assigning partners work together to align associate professional development needs with available opportunities.

• We regularly review associate utilization and productivity reports to identify and respond to any patterns that arise.

• Career coaches/strategists embedded in the Legal Talent Department, through the Career Advancement & Development Team, hold regular confidential conversations with associates, providing leadership with aggregate insights into associate experiences that support informed, timely decision-making.

- **Multitiered Partnership:** Does the firm offer a multitiered partnership? If so, please describe.

Yes. As of January 2026, Arnold & Porter has both income partner and equity partner positions. Lawyers internally promoted within the firm generally start as income partners before becoming eligible for the equity tier. We view this structure as giving lawyers, whether promoted internally or joining laterally, meaningful time and support to grow into their roles. We provide extensive training and professional development opportunities for income partners and junior equity partners, including mentoring by more senior partners and a dedicated professional development series.



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- **Alternatives to Partnership:** Does the firm offer a non-partner track alternative for attorneys? If so, please describe.

Yes. Consistent with the needs of relevant Practice Groups, some lawyers may be eligible for non-partner track positions at the firm with the titles of senior attorney, policy advisor, or counsel.

- **Reduced Hours and Flex-Time Options:** Does the firm offer reduced hours and/or flex-time options? If so, please describe and explain how working an alternative schedule might affect an associate's path to partnership.

Yes. Alternative schedules such as part-time, reduced-hours, and flex-time are available to associates and counsel, who remain eligible for election to partnership while working under such arrangements. Working part-time may extend the period before a lawyer is elected partner, depending on the length of time someone works part-time and their specific part-time schedule. Part-time advisors are available to provide guidance and support for lawyers who work or are considering a reduced hours schedule.

- **Credit for Work Other Than Client Billable:** Does the firm provide hours 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. If so, describe the policy for such work.

Yes. The firm provides hours credit for work other than client billable. Associates may count a defined number of non-billable hours toward annual bonus eligibility, including hours earned through diversity & inclusion engagement and service, firm service, business development, professional development, mentoring, and well-being activities. The firm's bonus eligibility policy establishes guidelines for which activities qualify within each category.



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## Successes and Priorities

- 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?

Enduring Commitment to Inclusion

Arnold & Porter maintains a longstanding commitment to inclusion that shapes the firm's culture, leadership engagement, and community. The firm's Diversity & Inclusion Committee has a deep institutional history, the eight-person Diversity & Inclusion Department, and the firm's broader commitment to inclusion — reflected in its affinity groups, summits, educational initiatives, and cross-departmental collaboration — continues to grow and evolve. Through firmwide programming and engagement, the firm reinforces shared values and advances a culture of connection and shared purpose across offices, practices, and business functions.

Summits, Engagement, and Collective Action

Arnold & Porter fosters inclusion and community through firmwide summits and programming that bring colleagues together across offices, practices, and backgrounds. Open to all lawyers, these inclusion summits create opportunities for engagement, collaboration, and dialogue. In spring 2025, the firm hosted a multi-day summit that featured keynote speakers, firm leadership discussions, small group networking, career development sessions, and programming on well-being, allyship, and professional growth, reflecting the full range of experiences and perspectives that shape life at the firm.

Community-Building and Affinity Group Expansion

In 2025, Arnold & Porter expanded its affinity group network with the launch of four new groups: Interfaith Affinity Group, Jewish Professionals, Muslim Professionals, and AIDE (Accessibility, Inclusion, Disability, and Empowerment). Each group is open to all colleagues. These additions brought the firm's total affinity group network to fourteen groups, spanning both lawyers and business professionals firmwide. The expansion reflects the firm's ongoing investment in building the structures through which inclusion operates at Arnold & Porter.

- What are the firm's top three priorities for advancing inclusion within the firm?

Firmwide Engagement and Community

Arnold & Porter invests in connecting lawyers and business professionals across roles, geographies, and backgrounds — through firmwide education, interdepartmental collaborations, affinity groups, firmwide summits, heritage observances, and the annual engagement survey, whose findings are shared firmwide and used to inform priorities.

Inclusion Education and Shared Learning

Arnold & Porter provides ongoing and consistently evolving education on inclusion across the firm, covering topics such as allyship, inclusive leadership, navigating difficult conversations, and how unexamined assumptions affect decisions. These programs give colleagues a shared language and practical tools to build trust, address tension constructively, and support one another. They are designed to build practical capacity — not just awareness — at every level of the firm.

Inclusive Talent Development

Arnold & Porter works continuously to reduce barriers to equal opportunity through the structures that govern how talent is identified, developed, and advanced.

## Advice to Candidates

- 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?

Arnold & Porter's approach to inclusion is reflected throughout this submission, in the firm's affinity groups, mentoring programs, professional development infrastructure, engagement survey, and firmwide summits. Candidates evaluating the firm's culture may find the following questions useful in their conversations with Arnold & Porter lawyers and recruiters.

• How does inclusion show up in daily work, not just in formal programs? At Arnold & Porter, inclusion is embedded in how work is distributed, how performance is evaluated, and how colleagues are developed — through structured processes designed to reduce bias and support every lawyer's growth.

• How are mentoring and client-facing opportunities accessible across different backgrounds and career stages? The firm's various mentoring programs, robust professional development offering, and career advising resources are available to all lawyers, with intentional design to support access across backgrounds and seniority levels.

• How does the firm extend inclusion to business professionals, not just lawyers? Arnold & Porter's affinity groups, engagement survey, and inclusion programming extend to business professionals throughout the firm, reflecting a commitment to an inclusive culture across every role.

• How does firm leadership demonstrate its commitment to inclusion? Arnold & Porter's leadership engage directly in inclusion programming — including firmwide summits, town halls, and the Diversity & Inclusion Committee — making leadership visibility and personal accountability a consistent feature of how the firm operates. The Chair of the firm's Diversity & Inclusion Committee is on the firm's Policy Committee and the Chief Diversity & Inclusion Officer is part of the firm's Management Committee.

We extend our best wishes to all candidates as they seek a professional home where they can belong, grow, and lead.



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## Additional Response Space

Please use this page for information that did not fit in the spaces provided. If this is a continuation of a prior answer, please indicate which question(s) are being addressed.



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