Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Epstein Becker & Green, P.C.

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.

Mark Lutes, Chair of Board of Directors, Member of the Firm
James Flynn, Managing Director, Member of the Firm

- **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.

Thalia Bowen, Diversity Manager

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

N/A

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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?

Epstein Becker Green's has four Affinity Groups, and they were created to promote an environment of inclusion by supporting our workforce and facilitating the building of relationships through shared interests, experiences, and backgrounds.

• The Women's Initiative - The Women's Initiative was launched in 2002 with the mission to ensure that all attorneys at the firm have the opportunity to succeed, both in their legal careers and at the firm. The Women's Initiative empowers attorneys by providing opportunities both inside and outside the office to network, share information, acquire skills, and develop rewarding professional relationships.

• The LGBTQ+ Outreach Group - The LGBTQ+ Outreach Group was established to foster a better understanding among all the firm's employees of the issues facing the LGBTQ+ community. This group provides mentoring, training, and networking to firm employees and identifies pro bono opportunities.
• The Minority Attorneys Forum - The Minority Attorneys Forum (MAF) was created to provide the firm with strategic guidance around the diverse talents and strengths of attorneys at Epstein Becker Green. The MAF's mission is to facilitate relationship-building among its members and provide a forum in which all our attorneys can focus on mentorship, networking, recruitment, retention, business development, and client outreach. It serves as a platform for our attorneys to address any common questions or concerns.

• The Disability Resource Group - The Disability Resource Group (DRG) was established to provide a forum for building awareness around disability inclusion. The DRG advises the firm on how to maintain an inclusive workplace where individuals' full abilities are valued as part of the firm's Core Values. Additionally, the DRG raises awareness of workplace issues affecting people with disabilities and discusses how the firm can promote disability awareness.

These platforms were designed to raise awareness, address shared concerns, and elevate the firm's Core Values to make Epstein Becker Green a highly inclusive environment for all its employees. By fostering mentorship, allyship, and open dialogue, forums such as these strengthen our community and reinforce the idea that when we lift each other up, we all move forward together.

Many of our Affinity Groups are open to all employees at the firm, while some are open to all attorneys at the firm.

All the Affinity Groups report to and receive support from the Diversity and Professional Development Committee, a Board appointed committee.

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

Diversity Reception –EBG recognizes an honoree with the "Make a Difference" Award. Established in 2013, the award honors individuals whose exceptional leadership, unwavering commitment, and meaningful contributions have advanced diversity, equity, and inclusion. Through their vision and impact, these honorees exemplify the values of equity and belonging while inspiring positive change within their organizations and communities.

MAF In-Person Meeting and Hybrid Meetings. The MAF hosts several training courses throughout the year covering topics such as 1) Creating a Presence, 2) Making the Most Out of Your Evaluation, 2) The Value of Project-Base Mentoring, 3) Defining Roles and Expectation, 4) Career Development Path, 5) How to Maximize Your Career at EBG, 6) How to Go the Extra Mile, 7) Elevate Each Other – Strengthening Opportunity, Connection, and Collective Impact.

Women's Initiatives. The WI's hosting several in person and virtual presentations centered around: 1) Networking from the Ground Up, 2) The Elevation Pitch, 3) Networking Tips for Attending Conferences.

LGBTQ+ Outreach Group – Hosts internal presentations for all employees to attend on topics such as1) Creating and Maintaining a Culture of Inclusivity, 3) Gender Identity, and 3) Not a Monolith: Understanding Layers of LBGTQIAP+ Identities

Associate Summit – The Associate Summit is a two-day in-person meeting that is held every two years for all non-partners. This event provides a unique opportunity for all non-partners to create connections with colleagues, take advantage of in-person training, and learn more about the firm.

Partner Retreat – The firm offers 3-day in-person retreat for all partners. This retreat provides a series of sessions giving attorneys the opportunity to collaborate across practice groups and offices, while reinforcing the firm's culture and shared values. The retreat also creates an environment for partners to engage in meaningful dialogue, address strategic challenges, generate new ideas for growth and client service, and establish a shared commitment to the firm's priorities and future direction.

- **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.)?

The firm acknowledges awareness throughout the year by distributing an email acknowledging cultural historical months throughout the year around the yearly theme. The theme for 2026 is "Stronger Together: Engage, Educate, Embrace." The firm observes the following historical months: 1) MLK Holiday, 2) Black History Month, 3) Women's History Month, Asian American, 4) Native Hawaiian, and Pacific Islander Heritage Month, 5) Mental Health Awareness Month, 6) Military Appreciation Month, 7) Pride Month, 8) National Hispanic Heritage Month, 9) National Native American Heritage Month, 10) Veterans Day, and 11) Juneteenth, which is a firm paid holiday.

Diversity Awareness Month - In coordination with the firm's CORE values, the firm acknowledges and celebrates Diversity Awareness Month in October by providing activities, training, presentations and educational emails throughout the month related to inclusion and belonging.

Continuing the Conversations – The firm hosts "Continuing the Conversations" sessions, town-hall-type discussions that give our employees a platform to discuss current issues such as 1) Disability Awareness, 2) Gender Identity, 3) Health Inequality, 4) Incarceration Disparity, 5) Racial Justice, 6) Violence Against Asian Americans, 7) Allyship Against Hate Crimes; 8) DEI Landscape in 2025

Pride Month – The firm also acknowledges Pride Month by hosting a Pride Month Receptions held in various offices.

Community Service – The firm encourages employees to make a positive impact beyond their legal work by providing opportunities to participate in a wide range of community activities. By supporting community involvement, the firm fosters a culture of service by strengthening the relationships with the communities that they serve and enabling employes to develop leadership skills while contributing to meaningful social causes. Listed are some programs/activities the firm supports in the community.

- Association of Corporate Counsel and Chicago Office Partnership
- Coat Drives
- Dear Santa's Letter Writing Campaign
- EBG's Future Lawyers Program Featuring Gold Star Teen Adventures Program
- Gladden Community House
- GlamourGals
- Martha's Table
- Operation Paws for Home Rescue
- School Supply Drive for several schools
- Thanksgiving Meals Donation

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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.

EBG's leadership has taken great care to mentor, develop, and promote the next generation of attorneys to become equity partners and to be involved in pitching new clients and working on prominent matters and in various practice and office leadership roles.

EBG has a comprehensive strategy that puts into action its long-standing commitment to an inclusive environment. Everyone is an essential part of the firm—from our Summer Associates to Associates to Members of the Firm. EBG offers an array of professional and business development courses through its signature EBG Academy program, leadership, and internal and external networking groups and forums for attorneys whose goal is to obtain leadership positions and become rainmakers. The firm offers the following programs: 1) Associate Shadowing Program, 2) Junior Associate Training Program, 3) Mentoring and Sponsorship Programs, 4) Minority Attorney Forum Meetings, 5) Partner Integration Program, and 6) Women's Partner Meetings.

Additionally, we support and encourage our attorneys to attend external development programs, such as the National Employment Law Council Academy and the Leadership Council on Legal Diversity – Pathfinder & Fellows programs.

The firm has a board-level committee focused on diversity and professional development. The Diversity & Professional Development Committee is comprised of various members of the firm with diverse backgrounds. The committee meets frequently to:
(i) discuss diversity, equity, inclusion and belonging initiatives and best practices,
(ii) set goals to ensure that the firm's culture continues to be supportive and inclusive, and
(iii) assess the progress of these goals.
The committee regularly advises the firm's Board of Directors to ensure that inclusion and belonging remains a critical focus of the firm for all employees.

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.

EBG has a firm-wide Mentor Program where all associates are assigned a partner mentor and the first-year associates are paired with both a partner and a non-partner mentor. This Program is designed with three interconnected elements that work together to support meaningful mentoring relationships: 1) A national component which focuses on training and developing mentors and mentees; 2) A local component which focuses on networking and connection building at an office level; and 3) One-on-one mentoring relationships which focus on personalized guidance and support between mentor and mentee.

The national component of the Mentor program is led by two partners with additional support from several non-partners. Each office has a designated Office Mentor Program Chair responsible for developing programming tailored to the needs of their local office. These chairs lead meetings at a cadence that aligns with the culture of their respective offices, with a focus on fostering networking and building connections. In addition, Office Mentor Chairs serve as a resource for mentors and mentees, providing support and guidance related to both individual mentoring relationship and the overall Program.

EBG's does have a firm-wide sponsorship program that pairs attorneys with at least five years of experience with senior partners 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?

The firm encourages this form of mentoring by pairing senior attorneys with junior associates to facilitate the exchange of perspectives, experiences, and skills. These mentoring relationships help bridge generational and cultural differences, strengthen communication across levels of seniority, and foster a more inclusive and collaborative workplace.

In addition, associates are encouraged to provide anonymous feedback through upward evaluations process, creating opportunities for senior attorneys to gain meaningful insights and continuously improve their leadership and mentoring practices.

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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.

The firm has an Associate Committee that meets monthly. The committee provides a forum for associates to raise issues, share feedback, and discuss matters of interest.

Meetings are coordinated by the Practice Managers and Office Administrators. The nature of the matter determines the appropriate leaders who will address matters raised by associates. Matters may be elevated to the Office Managing Partner, the Co-Chairs of the Practice Steering Committee, or the Chair of the Diversity & Professional Development Committee

The Chair of the Diversity & Professional Development Committee is also a member on the firm's Board of Directors, helping to ensure these matters are represented at the firm's highest level of leadership.

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

New Associate Training – First-year associates are required to complete the firm's comprehensive three-month New Associate Training Program, which consists of 14 structured sessions. The program is designed to facilitate a smooth transition into the firm by equipping new associates with the knowledge and skills needed to succeed. Throughout the training, associates develop both technical (hard) and interpersonal (soft) skills, gain a thorough understanding of the firm's policies and protocols, and learn the professional expectations and responsibilities of practicing as an associate at the firm.

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.)?

The firm uses the behavior based interviewing process for recruitment. Additionally, the firm provides reasonable interviewing accommodation upon request and a flexibility interviewing schedule. The firm also offers virtual interviewing. Job postings are listed in gender-neutral language. The firm also includes an equal opportunity statement on every job posting.

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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?

The firm offers a 2L Summer Program and a 1L Diversity Pipeline Program. Both positions are paid positions.

For 2025 Summer Associate Program, all but one of the 2L Summer Associates will be returning as first-year associates in Fall 2026. Additionally, one of the returning associates previously participated in the firm's 1L Diversity Pipeline Program, reflecting the continued success of the firm's talent pipeline initiatives.

Due to the unprecedented acceleration of the 2025 1L recruiting timeline, our 1L Diversity Pipeline participants had already accepted 2L Summer Associate positions with other law firms before beginning their 1L summer with EBG for the 2025 Summer Associate Program. In response to this significant shift in the recruiting landscape, we implemented a dual-offer approach, extending offers to our 1L Diversity Pipeline Summer Associates for both the 1L summer (2026) and their 2L summer (2027). Every participant accepted both offers, ensuring continuity in the program and strengthening our long-term talent pipeline.

- **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.

EBG has been a dedicated participant in the Mansfield Rule since 2020, an initiative that sought to advance diversity and inclusion in the legal profession by encouraging law firms to consider diverse candidates for leadership roles and client-related work assignments. While the Mansfield Rule as a formal program is no longer active, EBG remains steadfastly committed to the foundational principles that made it significant.

Specifically, we continue to prioritize:

• Leadership Pipeline Development: Actively identifying and cultivating diverse talent for partnership and senior management opportunities
• Expanded Client Opportunities: Ensuring that diverse attorneys are positioned for meaningful client-facing roles and high-impact assignments
• Inclusive Decision-Making: Embedding diverse perspectives into our hiring, promotion, and staffing processes

The Mansfield Rule represented more than a program—it embodied a recognition that diversity strengthens our firm, enhances our client service, and reflects the communities we serve. These principles are now integral to EBG's ongoing culture and operational practices, demonstrating our belief that this commitment extends far beyond any single initiative and reflects our core values as a firm.

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

EBG has a two-tier partnership, Non-Equity Partner and Shareholder.

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

The firm offers a non-partner alternative track for attorneys who wish to continue building their careers and contributing at a high level without pursuing the traditional partnership path. This track provides opportunities for professional growth, meaningful client engagement, leadership development, and advancement within the firm while recognizing the diverse career goals and contributions of our attorneys.

- **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.

All attorneys are eligible to request a reduced full-time equivalent (FTE) schedule and/or a flexible work schedule (Flex Time). Choosing to work a reduced FTE and/or flexible schedule does not affect an attorney's opportunity for partnership. The firm has promoted attorneys to partners while they were working reduced-hour schedules, and those attorneys have continued their reduced FTE arrangements after becoming partners.

- **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.

Non-Partner Attorney may receive up to 75 hours of billable hour credit for time spent under the Associate Shadowing Program and 50 hours of those 75 billable hours can be used for diversity-related activities. Attorneys are eligible to receive billable hour credit for shadowing and diversity-related initiatives without first meeting an annual billable hour threshold.

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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?

1. CORE VALUES - Guided by our CORE values of fostering collaboration, creating opportunities, and building relationships to ensure excellence, we work together to make a meaningful impact and achieve our shared goals. These values inspire our commitment to firm citizenship, pro bono service, and community engagement, while strengthening our pursuit of justice for ourselves, our clients, and the communities we serve.

2. LATERAL INTEGRATON PROGRAM - One of the firm's greatest successes in fostering inclusion has been our ability to integrate lateral attorneys into the firm's culture and community. We recognize that successful lateral integration extends beyond welcoming new attorneys to the firm—it requires creating meaningful opportunities for connection, collaboration, mentorship, and engagement across offices, practices, and levels of seniority. Through intentional onboarding efforts, relationship-building opportunities, and efforts to connect lateral attorneys with colleagues throughout the firm, we have worked to ensure that new attorneys feel supported and positioned for success. This focus has helped strengthen our culture by bringing together diverse perspectives, experiences, and professional backgrounds while ensuring that lateral attorneys have the resources and relationships needed to thrive within the firm.

3. 1L DIVERSITY PIPELINE PROGRAM - The firm's 1L Diversity Pipeline Program is to identify first-year law school students who have demonstrated a commitment to diversity and inclusion, life experiences demonstrating their ability to overcome or help others overcome challenges to pursuing a legal career, or the potential for positive impact on the legal community's ability to address such issues. 1L Diversity Pipeline Program participants who receive and accept an offer to return to the Firm as a 2L summer associate will receive a bonus in the amount of $10,000.

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

1. Continue fostering a culture of inclusion and belonging across the firm, ensuring every individual feels valued, respected, and empowered to contribute their voice.

2. Establish a project-based mentorship initiative, separate from our formal Mentor/ Mentee Program, that integrates mentorship and real-time feedback into project work. This approach would provide associates with ongoing opportunities to collaborate with, learn from, and build relationships with a broader group of partners across the firm.

3. Update our web-based training program for both current and new employees that fosters a shared understanding of belonging and supports inclusive behaviors across the organization.

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?

We encourage candidates who are looking for an inclusive work environment to ask questions like:

• What are the firm's most important values?
• Is firm leadership committed to inclusion? If so, can you share an example of how they demonstrate that commitment?
• How does the firm create opportunities for all employees to grow and advance in their careers
• What kind of training does the firm offer, and how does it incorporate the firm's values around inclusion and belonging
• How does the firm foster a sense of belonging for new hires during onboarding and throughout their careers?
• What aspects of the firm's culture are employees most proud of, and why do they choose to stay?
• How does the firm support employees with different work styles, backgrounds, and life experiences?
• How are mentoring, sponsorship, and professional development opportunities made available across the organization?

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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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