Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Foley Hoag 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.

James W. Bucking, Managing Partner
Hathaway Russell, Managing Partner

- **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.

Jessica Maroney Shillito, Diversity, Equity & Inclusion Director
Alisa Bekk, Diversity, Equity & Inclusion Manager
Evelyn Mau, Senior Diversity, Equity & Inclusion Coordinator

- **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?

To maintain an inclusive environment, Foley Hoag is proud to support nine affinity groups. Our affinity groups are voluntary, employee-led communities that bring together attorneys and business services professionals around shared experiences and a common commitment to diversity, equity, and inclusion. These groups play a vital role in shaping our firm's culture, fostering meaningful connections, and ensuring that every voice has the opportunity to be heard.

Affinity group membership is open to all attorneys and business services professionals at Foley Hoag who support the mission of the group. Our affinity groups include: Access, supporting caretakers and persons with disabilities; Asian American Pacific Islander (AAPI); Arab, Muslim, or Middle Eastern Affinity (AMEMA); Black Success Network (BSN); FirstGEN+ focused on first generation attorneys and emerging professionals; Jewish Engagement and Wellness Society (JEWS); La Asociacion Latina (LAL); Prism, focused on the LGBTQ+ community; and Women Associates Group (WAG).

These groups are strategically supported, both financially and operationally, by the DEI Team. Each group follows a structured evolution plan designed to ensure long-term impact and alignment with the firm's broader DEI strategy. The DEI Team provides dedicated support through quarterly affinity group leadership meetings, individual check-ins, and an annual in-person planning meeting to discuss recruitment, engagement, programming, and budget planning. Each affinity group is also paired with a Leadership Advisor, typically a partner or business services chief, who acts as a strategic liaison. These advisors play a vital role in championing group initiatives, mentoring leaders, and helping bridge the gap between leadership and membership.

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

In recent years, the firm has hosted both partner and associate retreats, during which the head of the DEI Team provided an update on the firm's DEI strategy and engaged with colleagues in meaningful dialogue on opportunities for deeper collaboration and alignment.

- **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.)?

As part of our Thought Leadership Series, a signature program spotlighting distinguished voices on emerging topics at the intersection of DEI and the legal industry, Foley Hoag hosted several impactful programs in 2025. Highlights included a discussion on Black maternal health featuring bestselling author Minda Harts and Dr. Ndidiamaka Amutah-Onukagha; a panel on the evolving political landscape and its impact on DEI in the workplace; a conversation on gratitude and connection with Wall Street Journal bestselling author Chris Schembra; and a session on Autism in the Legal Profession with attorney and advocate Haley Moss. Beyond the Thought Leadership Series, we hosted meaningful cultural and heritage programming. For Women's History Month, the Women's Associate Group screened The Martha Mitchell Effect, followed by a discussion on women's voices in history. During AAPI Heritage Month, our AAPI Affinity Group hosted a panel featuring three firm partners on career growth and authenticity. For LGBTQ+ Pride Month, our PRISM Affinity Group attended Pride Night at Fenway Park. For Jewish American Heritage Month, the Jewish Engagement and Wellness Society organized a screening of Woman in Gold. During Arab American Heritage Month, the AMEMA Group co-hosted an event with Dean Obeidallah, lawyer turned comedian, writer, and radio host, on navigating identity and representation. Our Juneteenth celebration featured a Lunch & Learn led by Dr. Noelle Trent, President and CEO of the Museum of African American History in Boston, on the history of Black Boston and the complexity of Juneteenth. During Hispanic Heritage Month, La Asociación Latina hosted a community salsa class, a keynote conversation themed "Resistance Through Joy," and a Latin Book Café featuring books by Latine authors and products from Latin-owned businesses.

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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.

Foley Hoag developed Gender Transition Guidelines to support those transitioning in the workplace and provide a helpful framework for their coworkers and managers to support them.

All firm personnel receive a total of 18 weeks of paid leave at full compensation. Personnel may use accrued and unpaid time to extend parental leave. Parental leave is gender neutral and does not distinguish between primary and secondary caregivers. Foley Hoag offers pro-rated billable hours targets. For an individual on approved leave, the billable hours target will be adjusted proportionally by the amount of (1) leave time, whether paid or not and(2) time not at work due to a reduced schedule. Attorneys returning from parental leave work with their Department Chairs, mentor, and Professional Development to ensure a thoughtful re-entry. The department staffing partner or manager assists in coordinating and ramping up workflow. Professional Development also provides resources to support the attorney's reintegration and offers to connect the attorney with a colleague who has successfully navigated the transition previously. In addition, the DEI team offers cultural and community-based support by facilitating connections to Mentoring Circles, relevant Affinity Groups, and opportunities to share feedback on their experience. These insights help inform ongoing policy enhancements in collaboration with Human Resources.

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.

Each new associate, whether a first-year or lateral hire, is paired with both a partner mentor and an associate advisor upon joining the firm. These relationships are intended to last throughout the associate's tenure, though associates are encouraged to reassess and adjust their mentoring relationships over time to best support their evolving career goals. To strengthen these connections, our Professional Development team provides monthly outreach to mentors with suggested discussion topics and access to a wide range of resources. Additionally, mentors working with new associates receive targeted training to help guide their mentees through their first year of practice. In addition, our Women's Mentoring Circles offer a dedicated space for attorneys at Foley Hoag to build community, foster mentorship, and expand their internal networks. These Circles have evolved into trusted forums where participants engage in thoughtful dialogue around both professional and personal experiences, offering one another encouragement, advice, and support in a confidential setting.

- **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?

Our mentoring programs have a reverse mentoring component in which teaching and learning flow in both directions. We encourage mentors to learn from their mentees by seeking to understand issues from their perspective, and how their identities impact their experiences in the workplace. We view reverse mentoring as an opportunity to build a strong mentoring relationship. Some examples in which reverse mentoring is a focal point are the partner-associate pairings and the Women's Mentoring Circles. The Women's Mentoring Circles include attorneys at all levels with the goal to build community, seek and provide mentorship, learn new skills and perspectives, and expand networks. The Circles meetings, often associate-led, have evolved into spaces where trusted colleagues can support one another, offer guidance, and thoughtfully discuss both professional and personal matters in a confidential setting.

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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.

No.

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

Our Professional Development team has created a curriculum for new junior associates which includes monthly “quick hit” sessions on topics such as, top 10 tips for a successful first year, how to build a relationship with your mentor, thinking beyond the assignment, asking for feedback, and more. Junior associates are also offered individual writing and communication coaching. In addition, our Professional Development managers meet at least quarterly with all new associates to support their integration into 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.)?

We conduct interviewer training, which includes an implicit bias section conducted by our DEI Team. Together with Legal Recruiting, the training covers topics such as encouraging the use of behavioral interview questions. We also regularly redact GPAs from resumes, do not circulate transcripts to callback interviewers, and conduct blind writing sample reviews for student candidates. In addition, our Hiring Committee is comprised of attorneys from across different offices, practices, seniority levels, and other demographics. This allows us to ensure broad representation and provides us with the opportunity to seek feedback on candidates from a variety of viewpoints.

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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?

Foley Hoag Charles J. Beard Fellowship recipients receive a paid summer associate position with our firm and an award of up to $45,000 to assist with law school tuition. The award is paid in three installments: $15,000 upon completion of the 1L summer with the firm; $15,000 upon completion of the 2L summer with the firm; and the remaining $15,000 upon joining the firm as a full-time associate.

In order to receive the second payment of the fellowship award, a Foley Hoag Charles J. Beard Fellow must receive and accept an offer to return to the firm for the full summer associate program following the Fellow's 2L year and must not be the recipient of a similar fellowship award from another law firm. To receive the final payment of the fellowship award, a Foley Hoag Charles J. Beard Fellow must receive and accept an offer of full-time post-graduate employment and join the firm as a full-time first-year associate. The fellowship is extended to 2-3 students each year.

- **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.

All departments at the firm have designated staffing partners or managers responsible for monitoring work assignments to ensure equitable distribution across associates. The DEI team collaborates on work allocation efforts, providing data analysis and strategic guidance to support fairness in billable hours, developmental opportunities, and alignment with associates' career interests. First-year associate mentors also monitor workload by regularly engaging with their mentees to ensure they receive sufficient volume and variety of work. The Professional Development (PD) team reviews workload trends during quarterly check-ins with associates, further reinforcing the firm's commitment to equitable and meaningful work allocation.

Foley Hoag has implemented several structured processes to promote equity in work allocation, performance reviews, and promotions. Our PD and DEI teams partner with Department Chairs to review billable hours, assess work assignments, and address any concerns directly with associates. Prior to formal reviews, we conduct comprehensive training for all reviewers focused on delivering constructive, actionable feedback and mitigating bias. The PD team reviews all written evaluations to ensure these practices are followed and follows up with reviewers when clarification is needed, helping ensure feedback is meaningful and supports attorney development.

The upward review process recurs every few years. All counsel, associates, international lawyers, advisors, and technology specialists who have been at Foley Hoag for at least three months are invited to provide confidential, anonymous feedback for supervisors with whom they have worked. This process is conducted through an outside, third-party vendor. A feedback summary is provided in an individual report to each supervising attorney who has three or more reviewers, or fewer if the reviewer requests inclusion. Firm leadership uses aggregate results to identify trends and proactively address any areas of concern.

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

Yes.

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

Yes, we have both staff attorneys and also select counsel who are on a non-partner track.

- **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, Foley Hoag offers reduced-hours and flexible work arrangements, including approved reduced-hours schedules and flex-time options. Associates and counsel may request these arrangements, and those who work on approved reduced-hours schedules receive proportional credit toward applicable billable-hour expectations.

Working an alternative schedule does not, in itself, preclude or delay consideration for partnership. Associates remain eligible for advancement, including partnership consideration, based on continued professional development, breadth and depth of work experience, quality of work, and sustained strong performance. Accordingly, an approved reduced-hours or flex-time arrangement may have no impact on an associate's path to partnership, assuming the associate continues to progress at an appropriate pace and meet the firm's standards for advancement.

- **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, at Foley Hoag, up to 100 hours of qualifying Diversity, Equity & Inclusion and Legal Recruiting time can be applied to the firm's billable hour target.

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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?

The Foley Hoag Foundation remains a differentiator in the legal industry. Since its founding in 1980, the Foundation has made more than 900 grants totaling more than $5 million to organizations committed to reducing disparities in race, gender, wealth, and access to opportunity. The Foundation's 2026 Spring grant cycle awarded $117,000 to 17 organizations working to advance social equity through the arts, community engagement, legal services, affordable housing, education, and youth development. Operating in each of the firm's U.S. office locations, the Foundation offers a model for how law firms can leverage philanthropic infrastructure to drive sustainable, community-centered impact. It also provides Foley Hoag employees with meaningful opportunities to serve their local communities, promoting inclusion both within and beyond the firm's walls.

Another one of Foley Hoag's notable successes this year has been advancing innovation in a way that strengthens both inclusion and client service. In 2025, the firm deepened its commitment to inclusive excellence by intentionally integrating artificial intelligence into core legal, operational, and professional development functions.

Through collaboration among the firm's Knowledge Management & Innovation Team, Innovation Committee, and firm leadership, Foley Hoag is training business services professionals, summer associates, and lawyers at all levels to use AI tools responsibly, effectively, and in ways that support innovation, inclusion, and excellent client service.

This investment reflects the firm's belief that innovation and inclusion are mutually reinforcing. By expanding access to AI training and support across roles and levels, Foley Hoag is helping its people build skills that are increasingly central to the future of legal practice. The firm's focus on AI also positions it to better solve complex problems, address sophisticated legal issues, and serve clients with creativity, efficiency, and strategic insight.

See additional response space for third accomplishment.

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

Foley Hoag's top 2026 DEI priorities reflect a renewed, data-driven direction focused on strengthening the firm from within while continuing to lead externally with clarity and purpose. With new leadership guiding the DEI team, the firm is building on its existing foundation with renewed energy, fresh perspective, and a clear commitment to advancing its DEI efforts in meaningful and sustainable ways.

First, the firm is building a stronger DEI foundation grounded in accurate data, meaningful engagement, and accountability. This includes continuing to understand the firm's demographics, gathering input across offices and roles, and promoting equitable staffing and work allocation by ensuring that a broad and diverse pool of qualified talent is considered for key opportunities, including meaningful work assignments, committee service, and advancement.

Second, the firm is prioritizing retention, development, and advancement, particularly for historically underrepresented populations. We are working to embed inclusive practices across departments, offices, and practice groups, with a focus on strengthening performance management, professional development, and affinity group infrastructure so that our lawyers and business services professionals have the support, feedback, and community needed to thrive.

Third, the firm is deepening partnerships with clients, students, diversity organizations, and the broader legal community. Foley Hoag continues to participate in meaningful external initiatives, support diverse bar associations and pipeline programs, and help associates build intentional business development habits through diversity conferences, client events, and professional networks.

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?

When looking for a firm with a truly inclusive environment, in the current political climate, students should look to see whether the firm has a dedicated Diversity, Equity & Inclusion Team, how large that team is, and the changes that have occurred in recent years. Has the reporting structure, size of the group, or title of the group changed? More importantly - has the mandate and daily functioning of the group changed?

An additional arena to probe is on the structure of a firm's Affinity Groups or Inclusion Networks. Which demographics have dedicated groups? How are they led? How active are they, and are business services professionals included?

One big picture question to ask is: What is the strategy for maintaining an inclusive environment in the current state, and how do they see this environment developing in the coming months?

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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.

One of Foley Hoag's significant successes this year has been its willingness to meet a consequential moment with clarity, resolve, and purpose. As federal policy shifted rapidly under the current administration, the firm responded across multiple fronts: counseling clients on evolving legal and regulatory risks, tracking major executive actions through its Federal Actions Tracker, and pursuing litigation where necessary on issues involving federal funding, permitting, international trade, cultural heritage, and other areas of public importance.

This work reflects more than a litigation strategy; it reflects the firm's broader commitment to the rule of law, principled advocacy, and helping clients navigate uncertainty with confidence. Foley Hoag has also been active in analyzing the changing DEI landscape, including federal executive action and agency developments affecting employers, educational institutions, federal contractors, and grant recipients. At a time when many organizations are reassessing their public commitments, the firm has continued to emphasize inclusion as part of its culture and identity, while supporting clients and communities facing complex legal and policy challenges.

The firm's stance and growing body of work have also helped attract outstanding talent. Recent additions include lawyers with deep experience in national security, international law, government investigations, trade, regulatory affairs, and high-stakes litigation, strengthening the firm's ability to respond to the legal challenges of this moment. For clients, students, recruits, and the broader legal community, this success demonstrates that Foley Hoag is not only committed to excellent legal service, but also to using its expertise and platform in support of inclusion, the rights of all, and the principles that define the firm.

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