Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Fox Rothschild 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.

Mark L. Morris, Co-Chair of the Firm
Michael Menkowitz, Co-Chair of the Firm
Todd A. Rodriguez, Firmwide 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.

Kimberly Bullock Gatling, Chief Cultural Engagement Officer
Jennifer Gibert Mencarini, Director of Cultural Engagement
Trent Reese, Cultural Engagement 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?

Yes. The firm has five affinity groups, known as Networks: the Women's Initiative Network, LGBTQ+A Network, Belonging Network, Mosaic Network, and the Caregiver Network. The Cultural Engagement (CE) team provides operational and administrative support to the Chairs and members of all Networks. This includes setting goals for each year, helping with scheduling and programming, supporting project launches, and meeting regularly through the Cultural Engagement Council. The CE team presents town hall meetings and webinars about the benefits available to members of our Networks, such as outlining caregiving resources for members of the Caregiver Network, and maintains the Networks' intranet and external website pages. The CE budget also covers some costs related to Network activities and sponsorships.

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

We do not host standalone culture and inclusion retreats or conferences; however, at the partner retreat and associate retreat, we offer dedicated time for the Women's Initiative Network, LGBTQ+A Network, and Mosaic Network to gather in person for programming and connection.

- **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 hosts training and speaker programs for multiple important dates relative to cultural engagement. Over the past year, the Firm has hosted: a 1) firmwide speaker series event for MLK Day, with guest speaker and MLK biographer Jonathan Eig; 2) a firmwide CLE program focused on the status of LGBTQ+ rights-related legislation and court decisions; 3) a menopause policy presentation for Women's History Month; and 4) a Juneteenth presentation from the authors of the nonfiction book, "Sleeping with the Ancestors." The Marketing team creates visual and written content to share both internally and externally on social media. The CE team posts regular updates on the Firm's intranet educating about and honoring cultural events and holidays such as Diwali, Rosh Hashanah, Yom Kippur, Disability Pride Month, Ramadan/Eid, Arab American Heritage Month, Jewish American Heritage Month, Asian American Hawaiian Native Pacific Islander Heritage Month, Black History Month, and others. The CE team provides budgetary and programmatic support for office-level recognition events.

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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.

• Opportunity to voluntarily identify demographic/identity information.
• Creation and financial/operational support of Networks that are open to everyone, support connection opportunities for members, and focus on women, underrepresented racial/ethnic identities, LGBTQ+ individuals, and caregivers.
• Sponsorship of and participation in conferences that support these communities, including but not limited to the Hispanic National Bar Association, South Asian Bar Association, National Asian Pacific American Bar Association, National LGBTQ+ Bar Lavender Law Conference & Career Fair, NELC, Leadership Council on Legal Diversity, National Association of Women Lawyers, Corporate Counsel Women of Color, Charting Your Own Course Conference, and Disability:IN.
• Provide up to 50 hours of billable credit for cultural-engagement related work, such as cultural engagement leadership, speaking opportunities, recruiting efforts, mentorship, and professional development programs.
• Cultural Engagement Speaker Series: All members of the firm's workforce are invited to listen and learn from experts on a broad range of cultural topics, including inclusive language, communicating with empathy, and celebrating cultural heritage months and events.
• Budgetary support for cultural engagement-focused activities.
• At partner and associate retreats, host gatherings for members of the LGBTQ+A, Mosaic, and Women's Initiative Networks.
• Yearly leadership town hall open to all attorneys to transparently provide information about available Firm leadership opportunities and how the selection process works.

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.

The Attorney Professional Development team manages the Firm's formal Mentor Program, which is for associates with less than two years of law firm experience. First year associates are in the program for two years; other associates that lateral in are usually only in the program for one year. Mentoring requires at least monthly contact, with one hour per week suggested. Up to 50 hours per year can be credited toward bonus hours for mentees and associate mentors, as long as the minimum hours requirement is met. Mentors are responsible for compiling and writing the mid-year assessment of their mentees for the duration of the formal Mentor Program. The Firm reimburses reasonable expenses incurred in mentoring activities up to $500 each fiscal year per mentor/mentee pair. All lateral associate hires are assigned a peer advisor to help get them acquainted with the office and a point person to ask questions. The peer advisor relationship is only for a few months. Informal mentoring is encouraged beyond the defined terms. In addition, the Firm has a Partner Advisor Program, through which Partner Advisors foster a supportive and motivating environment for associates. Each Partner Advisor is assigned to mentor and monitor a group of associates, focusing on their professional growth and well-being. Partner Advisors are reliable resources, strategic thinkers, and empathetic listeners who aid in the continuous development and success of the Firm's associates.

- **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?

No.

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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 Associate Liaison committee meets several times per year and elevates feedback to Firm leadership from associates in their respective offices. The focus is on communication with management regarding issues affecting associates, and many representatives plan associate meetings in their respective offices. Additionally, the Firmwide Managing Partner conducts a quarterly meeting open to all associates.

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

The Firm facilitates discussions on professional development topics (time management, timekeeping best practices, strategies for managing assignments, learning more about the firm and its resources, building effective relationships, communication best practices, and improving productivity), hires external presenters to present on specific topics (soliciting and receiving feedback, managing supervisor expectations, effective communication, overcoming obstacles, and productivity), and uses e-learning modules through SkillBurst (e.g., the business of law, communication, performance, and well-being). The Firm also hosts in-person trainings including a yearly Deposition Skills Workshop, a Motion Practice Workshop every other year, a Mock Trial Academy every other year, and a yearly Transactional Boot Camp and Negotiation Workshop.

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 has implemented the use of Kira Talent, an asynchronous interview platform, for first-round law student interviews. This approach ensures that all candidates are evaluated equitably, as each applicant responds to the same standardized behavioral interview questions. Additionally, the asynchronous format allows candidates to complete their interviews at a time that best fits their schedules, removing barriers related to time zones, academic commitments, or professional obligations and eliminating the need to accommodate traditional business hours.

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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?

See Additional Response Space.

- **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.

Although a formal process has not been implemented firmwide, all firm departments have attorneys responsible for work allocation who take a number of factors into account as they are assigning work, including experiences that will build skills in an effort to lead to promotion, as well as an equitable workload.

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

Yes. The firm has a multitiered partnership structure consisting of Income Partner and Equity Partner levels.

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

Yes. Alternatives to partnership include non-partner track positions as well as the Counsel position.

- **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, the firm offers reduced hours and/or flex-time options. Working an alternative schedule does not prevent attorneys from pursuing partnership.

- **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, in both the billable hours policy and the associate bonus program. Firm billable hours that can count toward the billable hours requirement include: 1) Work for Firm employees on real estate and/or estate planning matters; 2) Work for the Office of General Counsel; 3) Work for Firm administrative departments; and 4) up to 50 hours of work on cultural engagement matters. Non-billable hours credit can be earned for a) Marketing and/or business development activities that involve pitching new clients, providing training to potential clients, writing articles, Firm blog posts, and/or professional treatises, and participating in internal business development training programs; b) Participating in department specific training programs geared toward associate training; c) Time spent engaged as a mentee or mentor in the formal Mentor Program for first and second year associates or the Peer Advisor program; d) Time spent on recruiting efforts; and e) Work on established Firm committees, such as the Associate Liaison Committee, approved by the Firm for non-billable hour credit.

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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 Cultural Engagement Council and creation and organization of our networks, particularly our Belonging Network.
• Firmwide Cultural Engagement speaker series
• Annual town hall open to all attorneys providing transparency around leadership positions available within the Firm.

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

• Provide focused support and mentorship, and create additional professional development opportunities, through the existing Networks (what we call our Employee Resource Groups).
• Expand data collection and governance to support leadership decision making in focused areas, e.g., inclusive retention and promotion strategies for all members of the Firm's workforce.
• Apply an inclusion-focused lens to operations of the Human Resources and Legal Talent & Strategy teams.

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?

Candidates seeking an inclusive workplace should approach the process with openness and curiosity. Look for sustained, structural investment in inclusion frameworks, goals, and outcomes.

In interviews, ask questions about 1. Examples of how inclusive practices are reflected in hiring, retention, and evaluation processes; 2. How do Networks (Employee Resource Groups) influence the associate experience and firm culture? 3. What does success look like here for associates with a variety of lived experiences, and how does the firm support that success?

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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.

Fellowship/Scholarship Question: Fox has a long-standing internship program in its Philadelphia office for undergraduate students attending Drexel University, as part of Drexel's curriculum. Interns work in a number of firm departments, including Human Resources, Information Services, and Practice Support.

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