Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Goodwin Procter 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.

Anthony McCusker, Chair

Mark T. Bettencourt, Managing Partner until Sept. 30, 2026

Joshua Klatzkin, Managing Partner beginning Oct. 1, 2026

- **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.

Rondette Amoy Smith, Managing Director, Culture & Impact

Alfreda Nwosu, Director, Opportunity, Inclusion, and Belonging

- **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 OIB team manages, supports, and advises the strategy and operations of the Firm's ten Inclusion Networks, which are open to all members of our firm community, regardless of race, gender, sexual orientation, religion, or other demographic category. Each network receives a budget and has an employee and partner-led committee that serves to build community and execute events in their respective offices, as well as provide support to our firm more broadly. The ten networks are:

Attorney Focused Networks: Mosaic@Goodwin, Women@Goodwin, Pride@Goodwin, and The Women of Color Collective

Firmwide Networks: Disability@Goodwin, FirstGen@Goodwin, Jewish Network, Muslim Network, Veterans@Goodwin

Professional Staff Focused: Black Organization for Leadership and Development (BOLD)

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

Yes. Mosaic@Goodwin, Pride@Goodwin, and Women@Goodwin host bi-annual retreats and educational events. These events are held both in person and virtually, and continue to provide opportunities for networking, learning, and community.

- **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.)?

Goodwin celebrates heritage months and days of significance throughout the year. We honor and raise awareness of these important dates through a combination of emails, programming, and social media stories. Through the ten Inclusion Networks, the firm also offers the Inclusion Speaker Series, a programming series which aims to empower everyone at Goodwin to continue to build awareness, knowledge, and inclusive leadership skills to practice active allyship to all communities.

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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.

Beyond its inclusion networks and OIB-led initiatives that foster an inclusive culture, Goodwin offers a range of targeted programs designed to support employees' well-being, connection, and success across different life stages and needs, including:

The Thrive Back program: Designed to support parents, caregivers, and others returning from extended leave by offering a phased, flexible approach to resuming in-office work over a six-month period. By gradually increasing in-person presence and providing access to dedicated resources and benefits, the program helps individuals rebuild routines, reconnect with their teams, and navigate the transition back to work with care and sustainability.

Coworking, Connection & Coffee: Disability@Goodwin has launched a Coworking, Connection & Coffee program inspired by the concept of body doubling, a tool often used by neurodivergent individuals. Built to support focus, productivity, and connection without adding to workload, participants work independently while feeling connected to a broader community.

The Care Collective: A standalone, inclusive community that creates a space to nurture, support, and empower working parents and caregivers within our firm by connecting people, resources, and practical programming.

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. Goodwin strives to provide mentoring and training programs when entry level lawyers arrive at the firm, throughout their path to partnership, and once they become partners. To this end, Goodwin has developed initiatives to ensure that the population of junior associates – 1st through 2nd years in all US offices – have significant early access to top work opportunities, mentorship opportunities, and opportunities to build relationships that will enhance their connectivity and brand. Once a lawyer matriculates from being a junior associate, they become a part of their Business Unit's advisor program, where the focus is on professional development, training, feedback, and career-focused conversations and guidance. The advisors of each Business Unit are asked to engage in goal-setting exercises with their advisees, and meet with them regularly to discuss their goals and measure progress. Additionally, we are focused on creating similar support mechanisms for our non-equity partners with senior leaders of their Business Units. This allows the non-equity partners to forge relationships with senior members of the firm who can guide them on how the firm works, how to gain access to opportunities, and how to build their practices in a meaningful and substantial way.

- **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.

Yes. Each Goodwin legal department has an Associates' Committee that consults monthly with leaders from that department to share concerns and suggestions. The Associates' Committees also hear from the firm's subject matter leaders about the firm's initiatives, programming and challenges so that the Associates' Committees can report back to their constituents. Each Goodwin business unit also has an Attorney Development Committee designed to foster and encourage the professional development of all attorneys in the business unit. This includes a commitment to developing, promoting, and retaining a high performing group of attorneys, as well as a commitment to an inclusive culture. The committees work collaboratively with our partnership to ensure that our attorney review process provides associates and professional track attorneys with constructive feedback on their contributions to the firm and our clients while also offering guidance on their continued professional development. The committees also work in partnership with teams in the Talent Organization to help to ensure that inclusive practices are utilized with respect to the hiring, evaluation, compensation, and promotion processes.

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

L&D First Year Development Program: All incoming first year associates participated in a comprehensive training program for their first five weeks at Goodwin. This program was a different approach to talent development than is traditional in large law firms. The goal was to provide intensive training in both legal practice and core professional skills to help these lawyers develop the skills needed to practice in an ever-evolving legal arena. The First Year Training Program started immediately following our standard First Year Information Program in late October and ran through the end of November. Sessions included a mini-MBA program, professional skills programming, and simulated deals and cases to teach substantive legal skills. The second year of the program featured a greater emphasis on the development of a "tech-enabled practice," which covered both GenAI tools and other technologies the firm has embedded into our workstreams. During the program, incoming first-year associates did not work on billable matters in order to allow them to focus and maximize their absorption of key skills. The program is designed to prepare associates for the future of legal services by combining legal excellence with industry immersion, business advisory, and AI-powered ways of working.

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.)?

Interviewer training – Goodwin hosts interviewer trainings with our attorneys and hiring committees.

Focused Interviewing method – Goodwin employs a competency-based method of interviewing during our recruitment process for entry-level hires called "focused interviewing." Focused interviewing is a programmatic method of interviewing that provides precision and reliability in assessing a candidate's capabilities. By using predetermined behavioral questions tied to our competency and leadership models at Goodwin, that properly probe into a candidate's experience, we can best evaluate a candidate's potential for success.

Resume review without grades – Goodwin has removed grades from the interview process.

Implementation of Assessment Tool – Goodwin has partnered with Suited, a candidate screening platform, to help better understand our applicants and expand access to our Summer Associate program. Our goal is to make the recruiting process as fair and seamless as possible, so that we can find candidates who will be fulfilled in their roles and have a strong ability to succeed on our platform.

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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?

Yes. Through our 1L Fellowship Program, we recruit and cultivate the next generation of top-tier legal talent – law students who distinguish themselves through academic excellence, leadership, and an unwavering commitment to innovation and client service. We seek individuals whose perseverance and resilience reflect both exceptional ability and character, and who embody the values that define success at Goodwin: collaboration, inclusion, ownership and excellence. Our 1L Fellowship program provides first-year law students with the opportunity to be a 1L summer associate in Goodwin's 10-week summer program, following their first year of law school.

- **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.

Goodwin's Talent Team focuses on the implementation of inclusive talent management practices at both the enterprise and Business Unit (BU) level. Recognizing that an attorney's daily experience is centered within their BU, each BU is supported by a dedicated team of professional staff, including practice management teams, attorney development managers, members of the learning & professional development team, and recruiting professionals. These teams collaborate with BU leadership to identify barriers to success and implement inclusive talent management practices that enhance opportunities for all members of the BU.

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

Yes. Goodwin utilizes a two-tier partnership model consisting of non-equity and equity partnership. Associates and counsel can be elevated to non-equity partnership and non-equity partners can be elevated to equity partnership.

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

Yes. The firm offers a professional track for our attorneys. Attorneys who demonstrate legal excellence, but who, because of their practice mix, are not a good fit for partnership, have the opportunity to become a professional track attorney – either a department attorney, a senior attorney or a counsel. Senior attorneys can be elevated to counsel, and counsel can be elevated to non-equity partnership, each when there is a business case for elevation.

- **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's FlexWork policy allows associates and professional track attorneys to work reduced hours arrangements. The policy provides that there is no automatic delay in progression to partnership, but the firm considers the degree and duration of hours reduction when assessing progression readiness.

- **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. Associates and professional track attorneys receive billable hour credit for up to 100 hours of culture and innovation time and 25 hours of training time. In addition, junior associates are eligible for up to 25 hours of Shadow Training time. The firm also offers unlimited credit for pro bono time.

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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?

Inclusive Talent Management Practices: An ongoing cross functional initiative to reimagine current practices and structures to ensure our talent receives consistent and inclusive management and support at each stage of their career.

Advisor Programs: These programs support the integration and development of all associates and increase connection and engagement. With a focus on opportunity and fairness, the programs help us assess how attorneys are experiencing professional development across business units and enable us to take action to ensure all attorneys have equitable access to career-building opportunities.

In Office Programing: Programs led by the firm's inclusion networks play a key role in fostering a sense of belonging and supporting attorney development. These initiatives promote greater connectivity and build inclusion & belonging competence via dialogue.

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

Implement systems that help eliminate barriers to success and promote opportunity for all at the firm, consistent with our Opportunity, Inclusion, and Belonging (OIB) approach and applicable legal standards.

Continue creating space for connection and opportunities to raise awareness about the lived experiences of individuals within our organization.

Partner with clients to support legally compliant inclusion and belonging initiatives that align with our shared values and current regulatory guidance.

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 evaluating a potential employer, take time to research the firm's inclusive practices, inclusion networks, pro bono efforts, and public statements. Look for consistency between stated values and ongoing practices – such as how inclusion, opportunity, and belonging are embedded in culture – and observe how people engage with you during the process. Ask thoughtful questions about how the firm fosters belonging, supports employees day to day, and integrates inclusion into leadership accountability and career development.

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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.

As part of our Goodwin 2033 strategy, the firm is evolving from a traditional Business Unit structure to an integrated operating model organized around Industry Groups and Practice Groups. The shift reflects our belief that exceptional client service requires both deep legal expertise and meaningful industry immersion. By bringing lawyers and business professionals together around the industries we serve, Goodwin is creating a more connected, collaborative, and client-centric firm. The model strengthens cross-functional collaboration, breaks down traditional silos, and positions the firm to deliver differentiated value in ways that set us apart in the market.

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