Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

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

Moore & Van Allen, PLLC

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.

Thomas Mitchell, Chair;
Elizabeth Satterfield, Chief Operating 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.

James McDonald Jr.; Manager of Belonging & Community Engagement

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

No

Copyright ©2026 Vault.com Inc. All rights reserved.

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?

Moore & Van Allen (MVA) has several voluntary Belonging Groups that support an inclusive workplace and provide opportunities for connection, collaboration, and community engagement. These groups help ensure that attorneys and business operations professionals have opportunities to be heard, valued, and engaged, while fostering a culture of inclusion and belonging. The firm supports these groups through leadership involvement, programming, networking opportunities, and events that celebrate and strengthen community across the firm. While some activities may focus on specific experiences or communities, all employees are welcome to participate regardless of role, background, or identity.

Current Belonging Groups include:
· Asian Pacific American Lawyers Association (APALA)
· Black Attorney Resource Group (BARG)
· Hispanic and Latino Lawyers Association (HaLLA)
· MVA Pride (LGBTQ+ Legal Professionals)
· MVA Veterans
· NextGen (First Generation Legal Professionals)
· Women of Moore & Van Allen (WoMVA)

The MVA Belonging Groups regularly host events and activities that promote inclusion, strengthen connections among colleagues, and enhance engagement both within the firm and in the communities MVA serves.

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

The Women of Moore & Van Allen (WoMVA) hosts a bi-annual Conference, a half-day offsite program that brings together belonging group members from across the firm for networking, and community building. Open to participants from all office locations and attended by firm leadership, the conference provides opportunities for skill building, meaningful connection, and strengthening internal networks while advancing the mission of the WoMVA belonging group.

- **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.)?

Moore & Van Allen honors heritage and cultural awareness throughout the year through various social, educational, and community-building programs. These events provide opportunities for employees to learn, celebrate, and engage with diverse perspectives while fostering greater awareness and connection across the firm.

Through observances such as Black History Month, Women's History Month, Juneteenth, Pride Month, and other cultural celebrations, the firm reinforces its commitment to inclusion and creating an environment where all individuals feel respected, seen, and valued. These programs support meaningful dialogue, strengthening community, and reflect the firm's belief that a culture of belonging enables people to do their best work.

Copyright ©2026 Vault.com Inc. All rights reserved.

- **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.

Moore & Van Allen is committed to fostering an inclusive environment where all employees feel respected, supported, and empowered to succeed. This commitment is reflected not only in formal policies and programs, but also in the firm's core values and cultural norms that guide daily interactions and decision-making.

For parents and caregivers, the firm offers a comprehensive parental leave policy as well as a Parental Advocate Network that provides resources, guidance, and community support throughout the various stages of parenthood. Nursing parents also have access to dedicated pumping spaces that help facilitate a successful transition back to work.

The firm strives to create an inclusive workplace for individuals of all gender identities and sexual orientations through initiatives such as gender-inclusive restrooms and healthcare benefits designed to support a diverse workforce. Employees also benefit from policies and programs that promote inclusion and belonging across the firm.

In addition, the firm maintains a strong anti-harassment policy and emphasizes professional conduct, inclusion, and mutual respect through its cultural expectations and leadership messaging. Employees are encouraged to bring their authentic selves to work and to contribute their unique perspectives and experiences.

While no organization is ever finished in its inclusion journey, the firm continues to invest in programs, resources, and workplace practices that support all employees and their identities. These efforts help create a culture where employees feel valued, supported, and able to thrive both personally and professionally.

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.

Moore & Van Allen offers the Cross-Team Mentoring Program, a structured, firm-wide initiative that intentionally pairs associates with mentors from outside their own practice team to build relationships and knowledge across the firm. The program runs on a 12-month cycle with monthly meetings and two tracks:

• Associates in their first five years of practice join a mentoring circle of three to five peers from different practice areas, led by a partner or senior associate mentor, focused on firm culture, foundational skills, and professional development.
• More senior associates are matched one-on-one with a partner for individualized career and business-development guidance.

Beyond formal mentoring, each associate's cross-practice mentor — a partner or senior associate — is charged with facilitating introductions to firm leaders and potential sponsors across practice groups, helping associates build internal relationships and visibility that support advancement.

Mentors also play a defined role in a structured 12-month integration process for newly hired and lateral attorneys, and mentoring time counts toward the firm's qualified-hours credit, reflecting the firm's investment in the program.

This firm-wide program is complemented by mentoring efforts within each practice team, giving associates additional support from their own team leadership.

- **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

Copyright ©2026 Vault.com Inc. All rights reserved.

- **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.

Moore & Van Allen's Attorney Development Committee (ADC) is the firm's standing committee for the development of its associates and counsel. It is made up of attorney and non-attorney representatives from across the firm's practice teams, departments, and offices, and provides a comprehensive range of tools, programming, and resources designed to foster professional development at every stage of an associate's career.

The ADC works closely with firm leadership and consults with the partnership on associate development and advancement. It conducts the firm's annual lawyer evaluation process and is responsible for recommending associates and counsel for election to partnership, presenting its recommendations to the leadership each fall. It also keeps the associate population informed through regular firm communications, including its annual State of the Firm presentation and career-path meetings.

Beyond advancement, the ADC coordinates the firm's associate development programming — formal and cross-team mentoring, access to professional coaching, CLE-accredited training, and stage-based curricula for junior, mid-level, and senior associates. It plays a central role in associate integration and onboarding, and partners with firm leadership to support business development through the Young Professionals Network.

- **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. MVA's professional development curriculum, the Professional Excellence Series, is structured by career stage — beginning with a first-year track and a junior-associate stage (1st–3rd year) focused on building a strong foundation of core legal skills, firm knowledge, and early client-service and relationship-building habits.

In their first year, associates take part in the New Lawyer Academy, a monthly series covering firm history and culture, inclusion and belonging, legal research and the responsible use of AI, the economics of a law firm, timekeeping and billing, building a professional brand, the firm's evaluation and feedback process, and a candid "what I wish I'd known" panel with more experienced associates. Running alongside it, Stage 1 programming for junior associates covers legal writing, client communication and service, time management and focus, proactively soliciting and responding to feedback, business development foundations, professional networking, and professionalism and ethics.

This is reinforced by the firm's cross-team mentoring program — every associate is assigned a formal mentor, and attorneys in their first five years join cross-practice mentor circles that meet monthly over lunch — along with individualized, confidential professional coaching with an ICF-credentialed coach, firm support to pursue CLE and external training, and additional development and connection opportunities through the firm's belonging groups. As attorneys advance, the firm also sponsors participation in external leadership development programs, including the Mecklenburg County Bar's Bar Leadership Institute, the Arts & Science Council's Cultural Leadership Training, and Leadership Charlotte, with the firm covering tuition.

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.)?

MVA's recruitment process is intentionally designed to promote fairness, consistency, and inclusion. For lateral hiring, the firm utilizes blind résumé reviews to help minimize unconscious bias during the initial candidate evaluation process. The firm also prioritizes diverse interview panels, ensuring candidates engage with attorneys who bring a variety of backgrounds, experiences, and perspectives while providing more well-rounded feedback throughout the hiring process.

For summer associate recruiting, candidates interview with attorneys from a broad cross-section of the firm, including multiple practice groups, both associates and partners, and attorneys with experience mentoring and working with summer associates. This approach helps create a welcoming candidate experience while ensuring hiring decisions are informed by diverse perspectives across the firm.

Copyright ©2026 Vault.com Inc. All rights reserved.

- **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?

No.

- **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.

MVA actively works to ensure that attorneys have equitable access to substantive work, fair evaluation, and a clear path to advancement.

Work allocation: While day-to-day assignments remain with the practice teams, the firm's work allocation workstream established a firmwide statement of intent to guide how teams assign work. Under that framework, allocation decisions account for client and member needs, project efficiencies, and each attorney's skills, capacity, and billable-hours pace, while emphasizing the equitable distribution of both billable and non-billable work among similarly situated attorneys and the deliberate minimization of implicit and explicit bias in the assignment process. Building on that foundation, the firm has embedded dedicated practice group managers across more than half of its practice teams. Among their responsibilities, these managers work directly with junior associates to manage and balance their workloads, supporting a more consistent and equitable distribution of assignments and ensuring work aligns with each attorney's capacity and development needs.

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

The firm offers two partnership tracks. This multitiered partnership model provides attorneys with a clear pathway for advancement while recognizing different career trajectories and varying levels of responsibility within the partnership structure.

Copyright ©2026 Vault.com Inc. All rights reserved.

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

Non-partner track alternatives for attorneys include, but are not always limited to, Counsel, Senior Counsel, Special Counsel, Discovery Counsel, and Staff Attorney roles. These attorneys are vital to the success of our firm and to the delivery of legal services to our clients. Non-partner attorneys are offered competitive salaries, benefits, and access to MVA's robust professional development opportunities and support services, including client engagement, CLE offerings, belonging group participation, committee participation, pro bono service, and more.

- **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 has reduced-hours and flex-time options for our associates. Our alternative schedule policy accommodates associates or counsel who may work reduced hours. They may remain on the partnership track with the possibility of deferral based on time omitted from their work schedule. Attorneys who elect to participate in alternative schedules are not precluded from election to membership or progression to equity membership. Attorneys who work reduced hours become eligible for nomination under a modified schedule. The reduced-hours agreement provides for a one-year deferral of membership eligibility for each year of cumulative time omitted. A partial period of six or more months is treated as a full year.

- **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 up to 100 qualified nonbillable hours annually. Eligible activities include formal mentoring, recruiting, client development, pro bono, and inclusion and belonging activities. This policy recognizes the importance of contributions that support attorney growth, firm culture, and community engagement.

Copyright ©2026 Vault.com Inc. All rights reserved.

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 Inclusion and Belonging Committee, with the support of firm leadership, has constructed a wide variety of programming that supports all employees. Each program strives to create a space for participants to listen, learn, share, and celebrate their identities together. Creating opportunities like these over the years has allowed MVA to cultivate a culture that encourages open dialogue and creates trust among our employees.
• MVA has continued to earn a top score on the Human Rights Campaign Corporate Equality Index, designating MVA as a Best Place to Work for LGBTQ+ Employees.
• MVA has maintained strong employee engagement in our inclusion and belonging efforts while continuing to improve communication around available programs and resources. Participation in our initiatives remains high, reflecting employees' commitment to fostering an inclusive workplace and meaningful connections across the firm. By consistently highlighting opportunities for involvement and amplifying employee voices and achievements, we have strengthened awareness, engagement, and a sense of belonging throughout the firm.

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

• Deepen a culture of belonging through our core values: Continue embedding inclusion and belonging into the firm's culture by reinforcing our core values and cultural norms that promote respect, collaboration, and opportunities for all employees to thrive.
• Strengthen communication and employee engagement: Expand efforts to highlight inclusion and belonging initiatives, celebrate employee contributions, and create meaningful opportunities for dialogue, learning, and connection across the firm.
• Invest in employee development and support networks: Continue enhancing mentorship, professional development, employee resource and advocacy networks, and other programs that foster connection, career growth, and a strong sense of community throughout 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?

Candidates seeking an inclusive work environment should look beyond a firm's stated commitments and seek to understand how inclusion is reflected in its culture, policies, and employee experiences.

During the interview process, candidates may consider asking:

• How does the firm foster a sense of belonging and inclusion across offices, practice groups, and employee populations?
• What mentorship, sponsorship, and professional development opportunities are available to support attorneys at different stages of their careers?
• How are the firm's core values reflected in day-to-day interactions and decision-making?
• What employee networks, affinity groups, or community-building programs are available, and how are employees encouraged to engage with them?
• How does the firm support employees through different life stages, including parenthood, caregiving responsibilities, and other personal commitments?
• How does firm leadership communicate and demonstrate its commitment to inclusion?

Candidates should also take the opportunity to speak with attorneys and business operations professionals at various levels of the firm to gain a well-rounded understanding of the firm's culture. Often, the most meaningful insights come from hearing how employees experience the firm's commitment to inclusion in their everyday work.

Copyright ©2026 Vault.com Inc. All rights reserved.

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.

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

MVA actively works to ensure that attorneys have equitable access to substantive work, fair evaluation, and a clear path to advancement.

Performance reviews: The firm conducts a structured annual review applied consistently to every attorney. Each attorney completes a self-assessment, and evaluators are selected objectively: any member, counsel, or sufficiently senior associate who worked with the attorney on a substantive matter during the year at a certain threshold of hours is automatically included, rather than hand-selected, so feedback reflects the full range of an attorney's work rather than a narrow or selective view. Attorneys may also add evaluators, including those who supervised substantive pro bono or other non-billable work, ensuring those contributions are visible and credited. Completed reviews are compiled and delivered in person, so each attorney understands the firm's assessment of their performance and their opportunities for growth.

Advancement: Election to membership is governed by the Attorney Development Committee through a standardized, multi-step process rather than ad hoc sponsorship. Candidates are evaluated against consistent, firmwide membership criteria, covering professional skills, character, production, significant matter and management experience, and client and business development, and supported by objective statistical profiles. ADC members meet with each candidate's practice team to confirm support, and the committee develops its recommendations over several months before presenting them to the firm's management. The firm also holds an annual meeting with fourth-year associates and comparably senior lateral attorneys to discuss the path to membership directly, so everyone approaching that milestone receives the same information about expectations and timing.

Copyright ©2026 Vault.com Inc. All rights reserved.