

Success Built on Values

For more than a century, Arnold & Porter's core values have served as the foundation for our strategic and innovative legal services designed to help our clients succeed. Those values—excellence, professionalism, diversity, and public service—are not just buzzwords. They reflect who we are as a firm and ensure that we remain committed to seeking creative solutions to the complex legal challenges facing our clients.

The Best Firms for Diversity
Chambers Associates
2018, 2019

"Best Companies for Dads"
Working Mother Magazine
2018, 2019

"Corporate Equality Index"
Human Rights Campaign
Perfect Score
2006, 2008–2020

"100 Best Adoption-Friendly
Workplaces"
Dave Thomas Foundation
for Adoption
2007, 2008, 2010–2019

"Best Law Firms for Women"
Working Mother Magazine
2015–2019

Mansfield Plus Certification
2018, 2019

"100 Best Companies"
Working Mother Magazine

**1996, 1997, 2001, 2002,
2004–2019**

BP's Diversity & Inclusion
Firm of the Year
2019

Arnold & Porter Kaye Scholer LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

601 Massachusetts Avenue, N.W.
Washington, DC 20001
Phone: 202-942-5000
Fax: 202-942-5999
www.arnoldporter.com



LOCATIONS

Brussels, Belgium; Chicago, Illinois; Denver, Colorado; Frankfurt, Germany; Houston, Texas; London, England; Los Angeles, California; New York, New York; Newark, New Jersey; San Francisco, California; Seoul, Korea; Shanghai, China; Palo Alto, California; Tallahassee, Florida; Washington, DC

DIVERSITY LEADERSHIP

Head(s) of Firm: Richard Alexander, Chair; Michael D. Daneker, Co-Managing Partners; Anne P. Davis, Co-Managing Partners

Diversity team leader(s): Anand Agneshwar, Partner and Chair of the Diversity & Inclusion Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	966	998
U.S. offices only	895	925

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	159	157
African-American/Black	11	10
Hispanic/Latinx	15	18
Alaska Native/American Indian	1	0
Asian	20	25
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	5
Openly LGBTQ	20	5
Individuals with Disabilities	n/a	n/a
Total	211	215

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	18	20
African-American/Black	2	3
Hispanic/Latinx	5	3
Alaska Native/American Indian	0	0
Asian	4	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	6	3
Individuals with Disabilities	n/a	n/a
Total	30	36

*We provide opportunities for attorneys and staff to self-identify as "Individuals with disabilities." The number of attorneys who self-report on disability status is very small. Because of underreporting, reliable data for attorneys with disabilities remains difficult to capture. We have an ongoing commitment to providing a workplace welcoming to persons with disabilities and ensuring our EEO and non-discrimination policies specifically address individuals with disabilities.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	195	57
African-American/Black	2	4
Hispanic/Latinx	5	2
Alaska Native/American Indian	0	0
Asian	12	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	4	1
Openly LGBTQ	8	4
Individuals with Disabilities	n/a	n/a
Total	218	71

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

OF COUNSEL (2019)

	Men	Women
White/Caucasian	115	66
African-American/Black	3	4
Hispanic/Latinx	5	0
Alaska Native/American Indian	1	0
Asian	3	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	3
Openly LGBTQ	4	3
Individuals with Disabilities	n/a	n/a
Total	129	81

NEW HIRES (2019)

	Men	Women
White/Caucasian	49	33
African-American/Black	5	2
Hispanic/Latinx	6	10
Alaska Native/American Indian	1	0
Asian	9	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	7	1
Individuals with Disabilities	n/a	n/a
Total	71	57

Strategic Plan and Diversity Leadership

How does the firm's leadership communicate the importance of diversity to everyone at the firm?

Diversity & inclusion are core values of the Firm. We communicate the importance of diversity throughout the Firm through our Diversity & Inclusion Committee, affinity group sponsored activities, trainings, speeches, and e-mails, and our Firm's intranet, website and brochures. The "Diversity" section of our website features information relevant to our diversity and inclusion initiatives and programs.

Our Diversity & Inclusion Committee is composed of representatives from across the Firm, including partners, senior administrative staff, and one of the Firm's Co-Managing Partners. Leadership from the D&I Committee meet with Firm management on a regular basis to ensure we are making progress towards our D&I objectives. In addition, the D&I Committee Chair is a member of the Firm's Policy and Management Committees, this ensures that the Firm's D&I objectives are integrated into its business strategy. The Firm's Managing Partners report on the status of the Firm's diversity efforts as part of our Annual Year in Review.

For more than 20 years, Arnold & Porter has required our new colleagues — at all levels within the Firm — to participate in diversity training. The training has always been an important early opportunity to set expectations about our culture, share our core values, and communicate our commitment to fostering an environment that welcomes and supports all of our employees. Because much has been learned in recent years about better practices for promoting inclusion in the workplace, in 2020 we rolled out our Diversity & Inclusion Education Series. Part one was a 75-minute interactive webinar entitled "Interrupting Biases to Create a More Inclusive Work Environment," which was mandatory for all attorneys and staff. Part two of our series was on "Inclusive Leadership in Challenging Times"; and part three will be about "Generational Diversity in Law Firms".

Who has primary responsibility for leading diversity initiatives at your firm?

Anand Agneshwar, Partner and Chair of the Diversity & Inclusion Committee

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 11

Total hours spent on diversity: 4086

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

How often does the firm's management review the firm's diversity progress/results?

Monthly

How is the firm's diversity committee and/or firm management held accountable for achieving results?

Results are reported regularly to the partners of the Firm.

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X			Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X			Coordinate or work with clients on diversity issues
X			Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
	X		Other (please specify): While some of the initiatives described above are already completed, we have an ongoing commitment to reviewing and improving in all of these areas.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
X			Focus on strengthening firm's mentoring program for women
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity
	X		Other (please specify): While some of the initiatives described above are already completed, we have an ongoing commitment to reviewing and improving in all of these areas.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for LGBTQ attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
X			Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)
	X		Other (please specify): While some of the initiatives described above are already completed, we have an ongoing commitment to reviewing and improving in all of these areas.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
			Increase the number of attorneys with disabilities at the associate level
			Increase the number of attorneys with disabilities at the partnership level
			Increase the number of attorneys with disabilities in leadership positions
			Focus on strengthening firm's mentoring program for attorneys with disabilities
			Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
			Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)
X			Other (please specify): We have an ongoing commitment to providing a workplace welcoming to persons with disabilities and ensuring our EEO and non-discrimination policies specifically address individuals with disabilities.



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor minority high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

For the below outreach efforts, it was our intention going into 2020 to implement them as we've done in past years. With the current COVID pandemic, many of these are paused.

- Our Denver office sponsors and mentors students through "Law School Yes We Can," a pipeline program that targets high achieving college freshmen from diverse backgrounds.
- Our Houston office sponsors the Cristo Rey Jesuit Corporate Work Study Program, which places economically disadvantaged students at businesses across the city of Houston. We currently employ 2 diverse high school students who assist with case filing and other administrative tasks on a part time basis during the 2019-2020 academic year. The sponsorship helps the students pay for tuition and they also gain valuable experiences working in a corporate setting.
- Our LA office participates in the Constitutional Rights Foundation Expanding Horizons Internships Program, which provides high school juniors with a paid internship and nearly 50 hrs of intensive college and career preparation. The LA office has employed high school students through this program for the last several summers. The plan is currently to do so in 2020 pending when CA stay-at-home orders are lifted. While this program is not specifically geared towards diverse students, minority students participate every year.
- Our New York office participates in the NYC Bar's Thurgood Marshall Summer Internship Program. The program places historically underrepresented students in NYC public high school with legal employers for the summer.
- Our DC office periodically collaborates with the National Youth Leadership Forum to host a group of high school students for an office visit. The students visit the Firm for a day and hear from attorneys and professional staff who discuss their work experiences. The office also works with a local charter school and hosts local high school students twice a month during the school year for tutoring and mentoring sessions.



Recruitment - New Associates

Does your firm annually recruit at any of the following types of institutions?

Ivy League law schools: Columbia Law School; Cornell Law School; Harvard Law School; University of Pennsylvania Law School; Yale Law School

Other private law schools: Brooklyn Law School; Duke University School of Law; Fordham University School of Law; Georgetown University Law Center; George Washington University Law School; Loyola Law School; New York University School of Law; Northwestern University Pritzker School of Law; Stanford Law School; St. John's University School of Law; University of Chicago Law School; University of Denver Sturm College of Law; University of Southern California Gould School of Law

Public state law schools: University of California, Berkeley, School of Law; University of California, Hastings College of the Law; University of California, Irvine School of Law; University of California, Los Angeles, School of Law; University of Colorado Law School; University of Houston Law Center; University of Michigan Law School; University of Texas School of Law; University of Virginia School of Law;

Law schools of Historically Black Colleges and Universities (HBCUs): Howard University School of Law

Diversity job fairs: Bay Area Diversity Career Fair; Lavender Law Career Fair; National Black Law Students Association Job Fair (Northeast and Western Region)

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

The Firm provides diversity and inclusion scholarships. The Firm also participates in and/or sponsors minority law and bar organization events. Each year, we contact minority student organizations at many of the law schools where we recruit to re-affirm our commitment to diversity and inclusion and to solicit applications. We have developed a diversity and inclusion recruiting brochure that showcases all aspects of diversity and inclusion at Arnold & Porter. This brochure is distributed on the campuses of the law schools where we interview and at job fairs where we recruit. We have a "Diversity" section on our website featuring information of interest to minority, women, LGBTQ, and veteran attorneys.

Do you have any programs specifically targeted at first-year students?

- Offer Arnold & Porter Diversity and Inclusion Scholarship to highly qualified 1L students to help pay tuition and educational costs for the students' 2nd academic year.
- Several offices host minority & LGBTQ events
- Host a minority panel & reception for local 1L law students in our DC office, where minority attorneys share practical advice and tips on the interviewing process. Many students who attend later participate in a mock interview program hosted by ACCORD, the firm's affinity group for minority attorneys. Also, our DC minority attorneys are actively involved in the Washington, DC "Road Show," a concerted effort by minority attorneys in DC to attract minority law students to settle and work in the District of Columbia.
- Partnered with the Google Legal Team to participate in the Legal Summer Institute, a blended in-house/law firm immersion program for underrepresented law school students.
- Denver office has participated in the Colorado Pledge to Diversity program since 2013. This program places diverse 1L students from the U. of Colorado School of Law, the U. of Denver Sturm College of Law and the U. of Wyoming College of Law with legal employers to provide the students with an educational opportunity and exposure to working in a law firm setting.
- Expansion of a fellowship program introduced in the New York office to include LA and Chicago. Each fellowship provides a paid summer associate position and up to \$15,000 in scholarship to a highly qualified 1L student who is a member of a historically underrepresented group in the legal profession.
- NY office hires a 1L summer associate through the NYC Bar Diversity Fellowship Program.
- San Francisco office has partnered with Adobe to create the A2 Immersion Program, which provides a 1L who is a member of a historically underrepresented group in the legal profession with the unique opportunity to spend the summer gaining law firm and in-house experience.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	17	20
African-American/Black	1	3
Hispanic/Latinx	4	3
Alaska Native/American Indian	0	0
Asian	2	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	6	3
Individuals with Disabilities	n/a	n/a
Total	24	36

OFFERS MADE* (2019)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	17	20
African-American/Black	1	3
Hispanic/Latinx	4	3
Alaska Native/American Indian	0	0
Asian	2	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	6	3
Individuals with Disabilities	n/a	n/a
Total	24	36

OFFERS ACCEPTED* (2019)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	14	19
African-American/Black	0	3
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	1	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	5	3
Individuals with Disabilities	n/a	n/a
Total	18	35

NEITHER ACCEPTED NOR DECLINED (2019)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	23	10
African-American/Black	2	0
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	1
Individuals with Disabilities	n/a	n/a
Total	31	14

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	9	1
African-American/Black	1	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	11	4

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	6	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	7	2

NEW PARTNERS PROMOTED* (2019)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	4	7
African-American/Black	0	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	6	9

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	10	8
African-American/Black	0	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	13	11

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

Mansfield Plus Certification - 2018, 2019

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Asia Legal Resources ; Audrey Golden Associates, Ltd.; eXacata Global; Balanced Legal Solutions; Boston Executive Search; Major, Lindsey & Africa, LLC; Manor Partners LLC; Moses Legal Search; PeterSan Group; Pivot Search Partners LLC; Quadriga Legal; SJL Attorney Search, LLC; SSQ; Stofsky and Schiller; Triumph Search Consultants, Inc.; Von Mehren Legal Search; VOYlegal LLC



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	5	3
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	7	3

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	2
African-American/Black	0	3
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	3	9

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	2
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	7

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	5	6

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	5
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	6	6

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	5	3
African-American/Black	1	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	6	4

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	5	2

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	14	8
African-American/Black	1	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	16	14

OF COUNSEL

	Men	Women
White/Caucasian	16	4
African-American/Black	0	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	18	7

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

EQUITY PARTNERS

	Men	Women
White/Caucasian	8	3
African-American/Black	0	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	9	6

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Essential to our retention strategy are our affinity groups, an integral part of Firm life for many attorneys and promote the retention of our racially/ethnically diverse, LGBTQ, veterans, and women attorneys. Each group provides programming tailored for the success of its members and creates opportunities for engagement among its members and the communities in which we live. Attorney Community Championing Our Racial Diversity (ACCORD) — Through regular Firm-wide meetings, a mentoring program, and other programs, ACCORD plays an active role in the recruitment, retention, and advancement of our attorneys of color. Women's Initiative for Success and Empowerment (WISE) — Develops and sponsors initiatives that concentrate on recruiting, developing, retaining, and advancing women at the Firm. Specifically, WISE's steering committee of partners, counsel, and associates implements programs focused on internal networking, leadership training, business development, and work-life integration. Pride — Affinity group for LGBTQ partners, counsel and associates. Founded almost two decades ago, Pride focuses on issues of interest to, and provide a professional and social network for, LGBTQ attorneys. Veterans and Affiliates Leadership Organization (VALOR) — For military veterans, reservists, individuals who have served the military in a civilian capacity, and those staff members and attorneys without military experience who are interested in supporting active-duty military and veteran-related programs. One of VALOR's focus area is connecting with clients who share the goal of supporting military veterans and their transition into the private sector. Family Network - An umbrella group that includes several initiatives such as our new parent mentor program, which pairs new or expecting attorney parents with other attorneys who already have children to share best practices for effectively balances the demands of work and parenting.

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

Comments:

The Firm is committed to offering part-time working arrangements and has several Part-Time Advisors who provide advice and support for associates who work part-time or are considering part-time arrangements.

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Part-time associates are eligible for election to the partnership, and associates have been elected partner while working part-time. Working part-time may extend the period before an associate is elected partner, depending on the length of time someone works part-time and his or her specific part-time schedule.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

As of 12/31/19, we had 19 partners working part-time. A number of our partners have worked part-time but we do not have readily available data to provide this number.



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	4	17	21	426
Of counsel	15	21	36	210
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	9	10	19	289



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	12	9
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	14	9

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	38	31
African-American/Black	1	5
Hispanic/Latinx	1	4
Alaska Native/American Indian	0	0
Asian	2	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	6	1
Individuals with Disabilities	n/a	n/a
Total	44	45

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	6
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	8	6

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	21	11
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	24	12

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	3	3
African-American/Black	1	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	7	4

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	10	31	32
Number of such positions held by:			
Minorities	0	3	3
Women	1	7	14
LGBTQ attorneys	0	0	2
Individuals with Disabilities	n/a	n/a	n/a

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 10

Minorities heading offices: 0

Women heading offices: Anne Davis, Firmwide Co-Managing Partner and DC Office (925)

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: N/A

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: David Freeman, Financial Services (15); Paolo Di Rosa, International Arbitration (19); Anand Agneshwar, Product Liability (64)

Women heading practices: Debbie Feinstein, Antitrust (48); Jennifer Sklenar, IP (90); Allison Shuren, Life Sciences & Healthcare (31); Pamela Yates, Product Liability (64); Veronica Callahan, Securities (28); Laurie Abramowitz, Tax (39); Maureen Jeffreys, Telecom (8)

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: N/A

COMMITTEE LEADERS

Minorities heading committees: Anand Agneshwar, Diversity & Inclusion Committee (11); Darren Skinner, Firmwide Hiring Co-Chair (89); DC Hiring Committee Chair (25); Ryan Nishimoto, New Associates Co-Chair (66)

Women heading committees: Anne Davis, Firmwide Co-Managing Partner Management Committee (23); Ellen Fleishhacker, Firmwide Hiring Co-Chair (89); Catherine Schumacher, Firmwide Hiring Co-Chair (89); Rosa Evergreen, Professional Development Chair (27); Amy Rifkind, Senior Associate Evaluation Chair (14); Nancy Milburn, Associate Evaluation (11); Kristen Ittig, Women's Initiative for Success and Empowerment Co-Chair (28); Paula Ramer, Women's Initiative for Success and Empowerment Co-Chair (28); Tracy Belton, New Associates Co-Chair (66); Kerry Dziubek, New Associates Co-Chair (66); Sarah Esmaili, New Associate Co-Chair (66); Paige Sharpe, New Associates Co-Chair (66); Sonia Pfaffenroth, New Associates Co-Chair (66); Debra Schreck, Privilege (7)

LGBTQ attorneys heading committees: Edward Deibert, Trading (6); Ryan Nishimoto, New Associates Co-Chair (66)

Individuals with Disabilities heading committees: N/A



The Firm Says

Diversity and inclusion are core values for Arnold & Porter. We are committed to cultivating diversity and inclusion in a positive and supportive work environment, where all talent is supported and accorded dignity and respect. We value the contribution that each person makes, enable our colleagues to be comfortable being themselves, and encourage every person to realize their potential. We believe that each individual has the right to work in a professional atmosphere that promotes equal opportunity.

Our firm-wide Diversity & Inclusion Committee, together with our Director of Diversity & Inclusion, guides the Firm's approach to diversity and inclusion, setting goals grounded in five pillars: recruitment; retention; advancement; engagement; and service. These support a structure that drives our rich firm culture, inspires greater performance, innovation, and creativity. Below is a brief summary and examples of our efforts.

The Five Pillars of D&I | Recent Representative Initiatives and Programs

Recruitment

-Expansion of our fellowship program. The program was introduced in our New York office in 2018, expanded to include Los Angeles in 2019, and in 2020, the Chicago office will also participate. Each fellowship provides a paid summer associate position and up to \$15,000 in scholarship to a highly qualified first-year law student who is a member of a historically underrepresented group in the legal profession.

-Provide \$10,000 scholarships to diverse first-year law students, for their second year of law school.

-Outreach to affinity groups at more than 40 law schools across the country.

Retention

-Launched a pilot mentoring program with a Firm client, that pairs Arnold & Porter lawyers with members of the client's legal team.

-Sponsor affinity groups for our minority, women, veteran, and LGBTQ attorneys that serve as internal networks and accelerate the attainment of professional and business development skills.

Advancement

-Collaborate and participate in the Diversity Lab's Mansfield Rule program. We have earned Mansfield Certificate Plus two years in a row (2018, 2019).

-Implement formal and informal business and professional development programs, including support of attendance at legal and client industry conferences and select leadership programs.

-Host retreats focused on leadership and business development for all of the women partners and counsel, racially/ethnically diverse attorneys, and our LGBTQ attorneys.

Engagement

-Host firm-wide events throughout the year to educate attorneys and staff about various topics related to diversity and inclusion.

-Partner with bar associations and other legal organizations to host events that advance diversity within the legal profession.

-Support more than 45 charitable and nonprofit organizations that celebrate, support, or help advance civil rights.

-Improve engagement, through our D&I Curriculum, around topics like Inclusive Leadership; Interrupting and Mitigating Unconscious Bias in Recruiting, Evaluations, and Staffing; and Ally/Bystander Behaviors.

Service

-Partner with clients to provide career counseling and professional development programs for diverse summer associates.

-Include diverse attorneys from our clients on panels organized by our affinity groups.

-Liaise regularly with clients to ensure that their Arnold & Porter team is inclusive.

