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[www.cooley.com](http://www.cooley.com)

### LOCATIONS

Boston, MA; Broomfield, CO; Los Angeles, CA; Palo Alto, CA; San Diego, CA; San Francisco, CA; Seattle, WA; New York, NY; Reston, VA; Washington, DC; London, UK; Shanghai, China; Beijing, China; Hong Kong; Brussels, Belgium; Singapore

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Joe Conroy, Chairman and CEO

**Diversity team leader(s):** Amie Santos, Director of Diversity and Inclusion; TJ Graham, Partner and Diversity Committee Chair

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1126	1131
U.S. offices only	999	1011

## Law Firm Demographic Profile

### Does your firm have more than one tier of partnership?

No

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	222	215
African-American/Black	6	13
Hispanic/Latinx	13	10
Alaska Native/American Indian	1	0
Asian	42	54
Native Hawaiian/Pacific Islander	0	0
Multiracial	13	16
Openly LGBTQ	20	11
Individuals with Disabilities	2	0
<b>Total</b>	<b>310</b>	<b>311</b>

13 male and 3 female associates declined to specify ethnicity.

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	19	24
African-American/Black	2	3
Hispanic/Latinx	6	3
Alaska Native/American Indian	0	0
Asian	8	13
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	4
Openly LGBTQ	2	5
Individuals with Disabilities	0	0
<b>Total</b>	<b>38</b>	<b>49</b>

2 male and 2 female summer associates declined to specify ethnicity. 1 summer associate declined to specify gender or ethnicity.

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	188	59
African-American/Black	5	2
Hispanic/Latinx	6	5
Alaska Native/American Indian	0	0
Asian	14	6
Native Hawaiian/Pacific Islander	2	0
Multiracial	2	1
Openly LGBTQ	3	2
Individuals with Disabilities	0	0
<b>Total</b>	<b>219</b>	<b>73</b>

2 male partners declined to specify ethnicity.

#### 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	39	45
African-American/Black	1	0
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	1
Asian	1	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	0	2
Individuals with Disabilities	0	0
<b>Total</b>	<b>44</b>	<b>54</b>

1 female of counsel declined to specify ethnicity.

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	73	54
African-American/Black	5	4
Hispanic/Latinx	7	6
Alaska Native/American Indian	0	0
Asian	17	15
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	6
Openly LGBTQ	11	5
Individuals with Disabilities	0	0
<b>Total</b>	<b>110</b>	<b>86</b>

1 new hire declined to specify gender or ethnicity. 5 male and 1 female new hires declined to specify ethnicity.

## Strategic Plan and Diversity Leadership

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

Cooley champions diversity and inclusion, a commitment reflected in our Vision and Values statement. Our diversity committee maintains ownership over developing programs to increase diversity and promote inclusion across the firm. The committee reports annually to the management committee to present action items connected to areas of strategic focus for the firm. The firm's internal diversity webpage is available to all employees and has a plethora of resources that express the various ways Cooley is dedicated to making progress in our inclusion efforts. New hires learn about Cooley's diversity efforts during orientation and receive a welcome email that includes an opportunity to opt-in to the firm's affinity groups, demonstrating the importance of inclusion early and effectively. Throughout the year, Cooley sponsors diversity recruiting initiatives, diversity student organizations, diversity bar organizations and a diversity fellowship program. We engage both our attorney and professional staff diversity committee members to support efforts in every office, including heritage month celebrations, panel discussions on diversity topics and firmwide communications promoting our inclusive culture internally and externally. The firm recognizes Cooley's Diversity Awareness Month each May with various programs in each office, as well as a firmwide presentation on topics relevant to diversity and inclusion in the workplace. The firm also sends out memos, newsletters, and communications related to diversity and inclusion. For example, a 2020 Diversity & Inclusion calendar and memo was circulated to employees explaining the importance of taking into consideration various holiday observances when working between offices and with clients. At the end of 2019 the firm also on-boarded a Diversity and Inclusion Manager focused specifically on professional staff, sending a message that the firm values diversity and inclusion not just for attorneys, but for everyone at the firm.

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

Amie Santos, Director of Diversity and Inclusion

### 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: 29

Total hours spent on diversity: 600

Comments: This does not include time spent by the diversity department, legal talent department and professional development team on diversity initiatives.

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

Yes

### If yes or partially, please explain.

Diversity and inclusion efforts and initiatives are consistently listed as a top priority in our CEO's annual State of the Firm address. Even as we build out our diversity programs and make steady progress in our inclusion efforts, maintaining Cooley's commitment to inclusion is always top of mind for the CEO and management committee, a message that is communicated to all professional staff and attorneys from year to year.

### 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?

Annually

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

The firm's Diversity Committee is held accountable for achieving results by governance from the CEO and the Management Committee. The Diversity Committee utilizes regularly scheduled calls to collaboratively set targets, identify goals, and discuss progress and issues as they arise. The Diversity Committee reports to the Management Committee annually on progress towards these objectives, as well as identifying trends within Cooley and the legal services industry overall. In addition to the annual deep dive analysis of compensation by gender and ethnicity done by the Diversity Committee and the Management Committee, each office presents to the Management Committee throughout the year and the state of diversity and inclusion for the office is always a topic of discussion. Furthermore, quantitative and qualitative data analysis is conducted for surveys and as monitoring tools to track progress across 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	X		Undertake communication from firm management that diversity is a top priority of the firm
X	X		Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	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	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	X		Coordinate or work with clients on diversity issues
X	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	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X	X		Other (please specify): Continue to utilize the ABA Model Diversity Survey and distribute to clients; Maintain active membership with the Leadership Council on Legal Diversity (LCLD) and sponsor diverse partners and associates in leadership development programs run by the organization; Signatory to the Mansfield Rule and a Mansfield Certified Plus firm; Continue to promote and expand the Cooley Diversity Fellowship program to build a pipeline of diverse associate talent who demonstrate a commitment to promoting diversity in their communities; Continue to support and expand our affinity groups for attorneys from diverse backgrounds to network, collaborate, and advance across the firm; Continued partnership with client's legal summer program; Invite guest speakers to host workshops on business development and professional development for minority associates; Continue to provide networking opportunities through our growing Black and Latinx Executive Networks; Implemented a billable credit program allowing associates and special counsel up to 50 hours of billable credit for leading diversity and inclusion efforts.

## 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	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	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	X		Implement policies to address gender pay equity
X	X		Other (please specify): Continue to empower the Women's Initiative, an affinity group for women lawyers led by a woman partner and woman associate in each office; Organize and maintain relationship development opportunities for women in each office through local mentoring circles, lunch series, book clubs and other relationship building initiatives; Circulate the Women of Cooley digital newsletter, which serves as a medium to spotlight firmwide initiatives, showcase major deals led by women attorneys and promote business development opportunities; Create a subgroup of the Women's Initiative that is specifically focused on engaging male allies in the goals and objectives of the affinity group; Implement a framework for Women's Initiative representatives in each office to ensure that women attorneys are being supported by the affinity group, that they are receiving adequate networking and relationship building opportunities, and that our committee members are plugged into the specific needs of the women in their respective offices; Pilot a Reverse Mentoring Program focused on associates working reduced schedules; Enact a ramp down and ramp up policy to ease the transition for those preparing for and returning from extended leaves of absence; Support increased activity of gender neutral Caregivers Affinity Group, as well as various branches of "Moms Making it Work" and "Parents Making it Work" groups to provide additional support to attorneys with caregiving responsibilities; Active in the National Association of Women Lawyers (NAWL) and Women in Law Empowerment Forum (WILEF)

## 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	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	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	X		Other (please specify): Provide gender reassignment benefits; Provide email signature template option for employees to indicate personal gender pronouns; Published comprehensive gender transition guidelines; Expanding LGBTQ+ affinity group to integrate professional staff and allies, making inclusion a central part of the group's infrastructure; Expanding self-identification categories to ensure that gender, gender identity, and sexual orientation self-ID options are as inclusive as possible for all employees.

## Law Firm Diversity Initiatives

## INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
	X		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
X	X		Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)





## 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.**

Cooley remains a longstanding supporter and partner of the Sponsors for Educational Opportunity (SEO) Career Program. Cooley partners with both universities and clients to provide mentoring relationships to college students. Cooley continues to offer internships to diverse undergraduate students preparing to enter into law school and partners with NYC Ladders for Leaders, The Thurgood Marshall Summer Law Internship Program and The All Star Project to provide internship opportunities to high school and undergraduate students. Cooley is in discussion with Street Law regarding a partnership to continue to strengthen pipeline initiatives for high school students.



## Recruitment - New Associates

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

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

*Other private law schools:* Boston College Law School; Boston University School of Law; Duke University School of Law; George Washington University Law School; Georgetown University Law Center; New York University School of Law; Northwestern University School of Law; Santa Clara University School of Law; Stanford Law School; University of Chicago Law School; University of Richmond School of Law; University of San Diego School of Law; University of Southern California Gould School of Law; Vanderbilt University Law School; Fordham School of Law

*Public state law schools:* George Mason University School of Law; McGill Faculty School of Law; UCLA School of Law; University of California — Irvine School of Law; University of California, Berkeley, School of Law; University of California Davis School of Law; University of California, Hastings College of Law; University of Colorado School of Law; University of Michigan Law School; University of Texas School of Law; University of Toronto Faculty of Law; University of Virginia School of Law; University of Washington School of Law; William & Mary Law School

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

*Diversity job fairs:* Bay Area Diversity Career Fair; Lavender Law; Boston Lawyers Group Job Fair

### 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)

We offer a Diversity Fellowship scholarship internally, participate in the Leadership Council for Diversity (LCLD) 1L Scholars Program and sponsor the American Bar Association's Judicial Intern Opportunity Program (JIOP). Cooley also partners with PracticePro, an organization focused on bridging the gap between law school and law practice for aspiring lawyers from underrepresented backgrounds. In March 2019, Cooley hosted the PracticePro 1L Diversity Scholar Program Career Conference in our Washington, DC office.

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

As part of Cooley's ongoing commitment to recruiting, mentoring and retaining a diverse and talented team at all levels throughout the firm, Cooley established a Diversity Fellowship Program in 2008. The Diversity Fellowship Program is an initiative targeted to first-year law students who demonstrate a commitment to promoting diversity in their communities. Recipients of the annual Fellowship receive a substantial monetary award to assist with law school tuition and a position in the firm's summer associate program. Cooley also offers a patent summer program that targets 1L law students. Students who complete the program receive a bonus upon joining the firm as a full-time associate. Additionally, Cooley partners with clients on internships for 1L students who spend part of their summer with Cooley and the remainder with the client.



## Recruitment - New Associates

## ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	18	24
African-American/Black	2	1
Hispanic/Latinx	5	3
Alaska Native/American Indian	0	0
Asian	7	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	1	4
Individuals with Disabilities	0	0
<b>Total</b>	<b>34</b>	<b>42</b>

2 male and 2 female summer associates declined to specify ethnicity.

## OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	15	22
African-American/Black	2	1
Hispanic/Latinx	5	3
Alaska Native/American Indian	0	0
Asian	3	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	0	4
Individuals with Disabilities	0	0
<b>Total</b>	<b>27</b>	<b>39</b>

2 male and 2 female summer associates declined to specify ethnicity.

## OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	18	24
African-American/Black	2	1
Hispanic/Latinx	5	3
Alaska Native/American Indian	0	0
Asian	7	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	1	4
Individuals with Disabilities	0	0
<b>Total</b>	<b>34</b>	<b>42</b>

2 male and 2 female summer associates declined to specify ethnicity.

## 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	1	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	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>2</b>



## Recruitment - Lateral Associates and Partners

## LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	42	30
African-American/Black	2	4
Hispanic/Latinx	5	4
Alaska Native/American Indian	0	0
Asian	13	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	4
Openly LGBTQ	10	4
Individuals with Disabilities	0	0
<b>Total</b>	<b>65</b>	<b>52</b>

## LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	1	2
African-American/Black	0	0
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	0	0
<b>Total</b>	<b>1</b>	<b>2</b>

1 female and 2 male associates declined to specify ethnicity.

## LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	5	2
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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>3</b>

## NEW PARTNERS PROMOTED\* (2019)

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

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

## NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	14	8
African-American/Black	1	0
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	0	0
<b>Total</b>	<b>16</b>	<b>10</b>

## 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)

Cooley attorneys are actively involved in numerous organizations that focus on the advancement and promotion of diverse attorneys, including but not limited to: American Bar Association Judicial Internship Program; Asian American Bar Association, Bay Area and New York chapters; Asian Law Alliance; Association of Law Firm Diversity Professionals; Bay Area Lawyers for Individual Freedom; Centro Legal de la Raza; Corporate Counsel Women of Color; Hispanic National Bar Association; InterLaw Diversity Forum; Korean American Bar Association-San Diego; Lambda Legal; Leadership Council on Legal Diversity; Metropolitan Black Bar Association; Minority Corporate Counsel Association; National Asian Pacific American Bar Association; National Association of Women Lawyers; Women in Law Empowerment Forum; National Bar Association; National Center for Lesbian Rights; National Center for Transgender Rights; North American South Asian Bar Association; San Francisco La Raza Lawyers Association; Sponsors for Educational Opportunity; Tom Homann LGBT Law Association; Women in Law London

### 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:

Ascension Legal Search; Audrey Golden Associates; Exacta Global; Executive Search Associates; Legal Staffing Solutions; Levenson Schweitzer Attorney Placement; Marina Sirras & Associates LLC; Nason and Associates; Pacific Legal Search-Los Angeles; The PeterSan Group Inc.; SJL Attorney Search, LLC; Susan Mark & Company; Swan Legal Search; The Advocates - Denver; The Mara Group LLC; Wegman Partners

## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 1ST-YEAR ASSOCIATES

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

## 2ND-YEAR ASSOCIATES

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

1 female associate declined to specify ethnicity.

## 3RD-YEAR ASSOCIATES

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

## 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	5	2
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	1	3
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>8</b>	<b>7</b>

## 5TH-YEAR ASSOCIATES

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

## 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	2
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>6</b>

1 female associate declined to specify ethnicity.

## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	5
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	0	0
<b>Total</b>	<b>1</b>	<b>5</b>

## 8TH-YEAR PLUS ASSOCIATES

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

## OF COUNSEL

	Men	Women
White/Caucasian	6	2
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	0	0
<b>Total</b>	<b>7</b>	<b>3</b>

## 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## EQUITY PARTNERS

	Men	Women
White/Caucasian	10	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	0	0
<b>Total</b>	<b>11</b>	<b>2</b>

## 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)

In 2019 we implemented Cooley's Shadow Program, which is intended to facilitate additional on-the-job development opportunities for associates to learn by observing experienced lawyers' interactions with clients, opposing counsel, witnesses, judges, arbitrators, regulators, and others in the course of day-to-day practice. Cooley's Asian Pacific Islander Attorney Affinity Group organizes mentoring circles to allow associates to seek out guidance from partner and peer mentors alike. Similarly, our Black Attorney Affinity Group engages in a buddy program that pairs members together for casual mentorship relationships. Additionally, this past year Cooley began piloting a Reverse Mentoring program, which challenges conventional practice by giving more junior individuals the role of mentor and partners the role of mentee. The program gives associates the opportunity to help shape the culture of working practices within the firm through mentoring partners.

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

Yes

Comments:

Our firm recognizes that, for any number of reasons, an attorney may choose to work a reduced schedule. By facilitating work-life integration through reduced work schedules, our firm and its clients benefit from the recruitment and retention of experienced attorneys, while the attorneys retain the opportunity for continued professional growth, training and career development.

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?

Any impact of part-time work on partnership progression depends upon how part-time schedules have affected individual professional development. We take a holistic approach and assess each case compared to other attorneys from the same deemed year.

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

13



## Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	7	55	62	621
Of counsel	10	28	38	98
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	3	1	4	292



## Management Demographic Profile

## FIRMWIDE COMMITTEES 2019

## EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	5	4
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	2	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>4</b>

## HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	15	2
African-American/Black	0	0
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>17</b>	<b>4</b>

## PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	6
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	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>8</b>	<b>6</b>

## ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

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

Information on the compensation committee provided.

Information on the partnership nominating committee provided.

## ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	5	4
African-American/Black	2	1
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	3	6
Native Hawaiian/Pacific Islander	1	0
Multiracial	1	1
Openly LGBTQ	3	2
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>15</b>

## Management Demographic Profile

### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	10	57	23
Number of such positions held by:			
Minorities	0	7	3
Women	2	12	11
LGBTQ attorneys	3	0	2
Individuals with Disabilities	0	0	0

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: Heidi Erlacher, Boston (89); Kathleen Pakenham, New York (141)

LGBTQ attorneys heading offices: Heidi Erlacher, Boston (89); Michael Tuscan, Washington, DC (151); John Dwyer, Palo Alto (200)

Individuals with Disabilities heading offices: 0

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Beatriz Mejia, San Francisco Business Litigation (32); Koji Fukumura, Securities Litigation (18); Miguel Vega, Boston Corporate (41); Andy Lustig, Reston/DC Corporate (49); Charlie Kim, Capital Markets (16); Mazda Antia, Colorado/San Diego/Los Angeles Business Litigation (30)

Women heading practices: Barbara Borden, M&A (54); Wendy Brenner, Employment/Labor (24); Nicole Brookshire, Public Companies (24); Shannon Eagan, Palo Alto/Seattle Business Litigation (26); Jackie Grise, Antitrust (12); Barbara Kosacz, Life Sciences Partnering (26); Jamie Leigh, M&A (54); Beatriz Mejia, San Francisco Business Litigation (32); Kathleen Pakenham, Tax (19); Nancy Wojtas, Financial Services Regulatory (3); Amy Wood, Compensation and Benefits (21)

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: 0

#### COMMITTEE LEADERS

Minorities heading committees: TJ Graham, Diversity (29); Luke Cadigan, Legal Education (14) and Mental Health & Wellness (19)

Women heading committees: Tijana Brien, Associates (27); Jodie Bourdet, Business Opinion (21); Kay Chandler, Compensation (14) and Women's Initiative (26); Rachel Proffitt, Legal Education (14); Sonya Erickson, Partnership Nominating (15); Maureen Alger, Pro Bono (18); Ann Mooney, Risk Management (15); Susan Cooper Philpot, Sarbanes-Oxley Compliance (3); Colleen Gillis, Mental Health & Wellness (19); Sascha Grimm, Women's Initiative (26)

LGBTQ attorneys heading committees: Erich Veitenheimer, Pro Bono (18); Sascha Grimm, Women's Initiative (26)

Individuals with Disabilities heading committees: 0

## The Firm Says

Cooley champions a diversity and inclusion strategy that is designed and implemented by a growing diversity & inclusion team and firm management, alongside key firm committees. Our three-pronged approach focuses on recruiting, retaining and promoting diverse talent across our firm. We engage and sustain these efforts through several innovative initiatives that drive career development, strengthen recruiting initiatives and promote acceptance and integration of diversity and inclusion as key priorities firmwide.

From innovative pilots to established programs, Cooley continues to embed diversity and inclusion in our outreach and recruiting efforts to grow a more diverse legal profession. Cooley was an early signatory to the Mansfield Rule, a winning idea from the Women in Law Hackathon, which requires that at least 30% of our candidate pools at every level consist of women and minority attorneys, including visible leadership roles open across the firm. We achieved Mansfield Certification Plus status in 2019 based on our participation in Mansfield 2.0, which expanded on the initial phase by measuring the inclusion of women, minority and LGBTQ+ attorneys in client pitch meetings. The current phase of implementing Mansfield 3.0 goes a step further and measures inclusion of women, minority, LGBTQ+ attorneys, and attorneys with disabilities for leadership and governance roles, equity partner promotions, formal client pitch opportunities and senior lateral positions. This past year Cooley also began piloting a Reverse Mentoring program, which challenges conventional practice by giving more junior individuals the role of mentor and partners the role of mentee. For the purposes of this pilot, we focused on associates working a reduced schedule. We provided tools, resources and materials to support mentor/mentee pairings in their discussions. The program offers an opportunity for associates to share individual experiences of working in a successful practice without any judgment or bias to help increase knowledge and awareness in areas with which partners do not regularly deal.

In early 2020 the firm revised a few critical diversity and inclusion policies and initiatives. In order to strengthen and uphold Cooley's commitment to building a more diverse and inclusive workplace, we implemented a policy where all non-partner attorneys will receive up to 50 hours of billable credit for value-added diversity and inclusion activities. We also enacted a ramp down and ramp up policy to ease the transition for those preparing for and returning from extended leaves of absence. This policy allows eligible parties to lower their billable hours threshold by 30% with no reduction in base compensation for a period of one month before the start of their leave and three months upon return. Another focus for Cooley has been expanding our self-identification categories to ensure that gender, gender identity and sexual orientation self-identification options are as inclusive as possible for all employees.

Our focus on recruiting, retaining and promoting women and underrepresented minority attorneys at every level begins at the earliest stages of building our talent pipeline. Since 2008, our Diversity Fellowship continues to attract growing numbers of high-potential student candidates committed to advancing diversity and inclusion in the profession and their communities. Our 2020 program received a record number of over 1,000 applications nationwide. By offering summer associate positions and awards of up to \$30,000 in support of their law school tuition, we have even expanded our cohort by several spots to reflect the record numbers of competitive applicants every year.

In addition to attending diversity job fairs, sponsoring and supporting law school conferences and receptions for underrepresented law students, our partnerships with Sponsors for Educational Opportunity (SEO) Career Program, the American Bar Association's Judicial Intern Opportunity Program (JIOP) and the Leadership Council for Legal Diversity (LCLD) continue to position Cooley as a top law firm for diverse legal talent. This year, an associate and a partner joined the 2020 LCLD Pathfinders and Fellows programs, respectively, a testament to our longstanding engagement with our external partners and ongoing commitment to leadership development programs for our diverse attorneys.

Our Pathways to Partnership program has now expanded to support women and diverse mid- to senior-level associates. Through a robust six-month mentoring program, we match high potential women and diverse associates with influential partners across the firm to sponsor their professional development and guide their path to partnership. To ensure partners are aware and knowledgeable about the unique experiences of women and diverse associates in law, we also provide trainings and resources so partners can mentor and sponsor their associates inclusively and effectively. This program provides tools for professional goal-setting, direct engagement, relationship-building with clients and staffing opportunities on visible and substantive client matters. This initiative has already proven to be a success as our 2020 partner class was 50% women, including two women of color.

Our affinity groups continue to provide resources and networks to support the retention and inclusion of our attorneys. In addition to our Women's Initiative Committee and Minority Associates Group, our affinity groups include: Black Attorney Affinity Group, Asian Pacific Islander Attorney Affinity Group, LGBTQ+ Affinity Group, and Attorney Caregivers Affinity Group. This year, the firm also launched a Veterans at Cooley Affinity Group to provide support to both US and international military member and veteran lawyers and professional staff. Cooley also expanded the LGBTQ+ Affinity Group to include professional staff and allies, making inclusion a central part of the group's infrastructure. By participating in and contributing to these firmwide affinity groups, attorneys and professional staff are connected across offices through shared identities and experiences to seek mentorship, identify professional development opportunities and gain insight on topics ranging from benefits available to new parents to navigating the path to partnership. In addition to organizing several firmwide events, such as recognizing Black History Month and Pride Month, affinity groups empower members to identify mentors, develop strong relationships among peers, and assume leadership positions at every stage in their careers. For instance, our Asian Pacific Islander Attorney Affinity group members continue to connect through mentoring circles, which were created for members to discuss their personal experiences at Cooley and seek out guidance about their career development from partner advisers and peers alike. Similarly, our Black Attorney Affinity Group implemented a buddy program, which pairs members together for casual mentorship relationships. Participants are able to share knowledge, ask questions, provide support and hold each other accountable as they navigate their careers. In early 2020, the Women's Initiative created a taskforce focused on engaging male allies in the goals and objectives of the group.

Cooley continues to offer trainings related to diversity and inclusion to partners, associates, and all employees throughout the year. In 2019, our Director of Diversity and Inclusion partnered with a senior attorney at the firm to visit every US office, as well as our London office, to deliver a series of trainings focused on bystander and ally intervention. The sessions also provided overviews of current equity initiatives and firmwide internal diversity benchmarks. These trainings were customized and open to both lawyers and staff to effectively promote a culture of inclusion. In October 2020, Cooley will welcome Dr. Robin DiAngelo, author of the best-selling book, "White Fragility: Why It's So Hard for White People to Talk About Racism," for a keynote presentation focused on her research. Our goal with this programming is to elevate our efforts beyond education to accountability and action from all.

Our leadership and partnership are both transparent and accountable to our diversity and inclusion progress. We apply metrics by developing diversity data dashboards that track trends and identify gaps across several key areas. Developed by our Director of Diversity and Inclusion and circulated among all partners quarterly, our analytics highlight statistics specific to each office and practice group and visualize trends around dimensions of hiring, promotion, retention, flexible work schedules, diverse talent pipeline and other insights. In 2018, we developed a database to track billable hours and fee trends across dozens of our largest clients to ensure women and diverse associates are included when staffing some of the most challenging and visible work that contributes to their retention and advancement to partnership. We monitor billable hours of associates who are working reduced schedules to ensure schedules are adhered to, and true-up base compensation for individuals working a reduced schedule who exceed their hours. We continue to analyze attrition data and exit interviews to identify and distill ongoing trends and themes. Since 2016, contributions and leadership in diversity and inclusion have been factors considered by the partner compensation committee. At every level of our firm, we are championing clear priorities to keep our diverse talent and create an inclusive workplace for everyone.