

# Diversity & Inclusion at Fried Frank

Diversity and inclusion are cornerstones of our Firm's culture and integral parts of our history. We believe robust diversity and inclusion initiatives isn't just good for our diverse population but good for everyone.



# Fried, Frank, Harris, Shriver & Jacobson LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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## LOCATIONS

Frankfurt, London, New York and Washington, DC

## DIVERSITY LEADERSHIP

**Head(s) of Firm:** David Greenwald, Chairman

**Diversity team leader(s):** Michael Barker, Partner and Chair of the Diversity and Inclusion Committee

## NUMBER OF ATTORNEYS

### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	640	705
U.S. offices only	543	562

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	157	84
African-American/Black	11	14
Hispanic/Latinx	15	8
Alaska Native/American Indian	0	0
Asian	15	27
Native Hawaiian/Pacific Islander	0	0
Multiracial	7	8
Openly LGBTQ	11	8
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>216</b>	<b>149</b>

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	25	18
African-American/Black	0	3
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	5	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>33</b>	<b>24</b>

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	99	19
African-American/Black	1	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	1
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>105</b>	<b>24</b>

#### 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	69	18
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>70</b>	<b>21</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	63	22
African-American/Black	5	6
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	6	8
Native Hawaiian/Pacific Islander	1	0
Multiracial	4	3
Openly LGBTQ	3	2
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>85</b>	<b>44</b>

### Strategic Plan and Diversity Leadership

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

The Firm's leadership communicates the importance of diversity and inclusion through its full support of all Firm diversity and inclusion initiatives, including diversity and inclusion education, mentoring programs, professional development initiatives, and career coaching opportunities. The Firm's chair actively engages with our Director of Diversity and Inclusion, who heads an independent department focused on the promotion of diversity and inclusion and advises the Diversity and Inclusion Committee and administrative departments on best practices for ensuring diversity and inclusion. Firm leadership encourages Firm attorneys to actively support the objectives of the Diversity and Inclusion Committee and its areas of focus: recruitment, business development and marketing, professional development and mentoring, and work-life integration. These objectives are articulated at various meetings, seminars and events including partner, director and manager and employee resource group meetings. The diversity and inclusion sections of the Firm's website and intranet are comprehensive. Fried Frank communicates the importance of diversity and inclusion in the Daily Digest newsletters and social media platforms. As a fundamental principle, Fried Frank recognizes and promotes diversity and inclusion at all levels. The Firm works vigorously to recruit and promote women, attorneys of color, openly LGBTQ attorneys, and members of other minority groups. Fried Frank executes substantial initiatives and programs to support the professional and personal development of attorneys from distinct backgrounds and cultures.

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

Stephanie Quappe, 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: 15

Total hours spent on diversity: 97

#### 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.

The firm's strategic diversity and inclusion plan is designed to be consistent with the firm's overall goals and is approved by firm leadership.

#### 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?

Quarterly

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

The Firm's Diversity and Inclusion department and Committee present to the Firm's Governance Committee on the progress and success of the diversity and inclusion initiative on an annual basis. In addition, The Firm regularly tracks diversity statistics, recruiting yields, ERG activity, and requests qualitative feedback from personnel to assess diversity and inclusion initiatives. It is important that diversity metrics, inclusion, and a sense of belonging continue to increase every year. Diversity is important to the Firm's leadership, and the Chairman pays close attention to the composition of the new partnership classes.

#### 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): Conduct comprehensive business and professional development training specifically for minority attorneys; provide confidential career counseling for minority attorneys; conduct individual professional development coaching sessions and reviews of associate Individual Development Plans; sponsor minority bar memberships and attendance at minority bar events and galas.



## 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): Specifically targeted at women attorneys; host networking events specifically for women attorneys and alumnae; hold regular women associate mentoring discussion groups with partners and Firm leaders; conduct individual professional development coaching sessions and reviews of associate Individual Development Plans.



## 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): Sponsor attorney attendance at LGBT-specific bar events and galas; provide industry-leading adoption of all employees, including LGBTQ attorneys; provide gender transition policy and guidelines to all attorneys, and offering training in the new policy for all Firm employees; conduct individual professional development coaching sessions and reviews of associate Individual Development Plans.





## 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		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.**

As a signatory firm to the New York City Bar Association's Statement of Diversity Principles, Fried Frank has made a public commitment to help diversify the legal profession through the creation and support of premier law firm pipeline programs. Fried Frank partners with the following pipeline diversity organizations and programs:

- The Fried Frank Pre-Law Scholars Program, a partnership with New York's Hunter College that prepares the college's diverse student body to become competitive law school candidates through intensive LSAT and academic preparation and mentoring programs.
- Sponsors for Educational Opportunity's (SEO) Corporate Law Program, which offers pre-law school students and opportunity to intern with a top firm after acceptance, but prior to starting, law school.
- The New York Bar Association's Diversity Bar Fellowship, which provides high-achieving law students from law schools in the New York Tri-State area an opportunity to work as a summer associate during their 1L summers.
- The Legal Outreach Summer Internship Program, which provides real, corporate law firm experiences to eight rising sophomore public school students from underserved communities through New York City.



### 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

*Other private law schools:* American University Washington College of Law, Boston College Law School, Boston University School of Law, Brooklyn Law School, Benjamin Cardozo School of Law, University of Chicago Law School, Duke University School of Law, Fordham Law School, Georgetown University Law Center, George Washington University Law School, Hofstra University School of Law, New York Law School, New York University School of Law, Northwestern University School of Law, St. John's University School of Law

*Public state law schools:* George Mason University School of Law, Rutgers University School of Law, SUNY Buffalo Law School, University of Michigan Law School, University of Virginia

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

*Diversity job fairs:* Lavender Law Career Fairs

#### 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)

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

Committee on the Recruitment and Retention of Lawyers Through that program, which interviews first-year minority students for summer positions, we employ two finalists as summer associates each year. We also specifically reach out to minority law students and encourage them to apply to our Fried Frank Civil Rights Fellowship Program, a 4-year fellowship that partners with the NAACP Legal Defense and Education Fund and the Mexican American Legal Defense and Education Fund. Fried Frank also hosts or participates in panel presentations, receptions, and mock interview programs directed toward minority first-year law students. We host a series of receptions at law schools and lunches at the Firm for 1L students from local law schools to learn about law firm practice, our summer associate program, and general associate life. Partners and associates attend these lunches. Additionally, we offer resume reviews for any interested 1L student at all of our target recruitment schools to help them prepare for on-campus interview season.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	25	18
African-American/Black	0	3
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	5	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>33</b>	<b>24</b>

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	25	18
African-American/Black	0	3
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	5	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>33</b>	<b>24</b>

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	23	16
African-American/Black	0	3
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	5	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>30</b>	<b>22</b>

#### 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	1
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	n/a	n/a
<b>Total</b>	<b>0</b>	<b>1</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	61	20
African-American/Black	6	5
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	6	8
Native Hawaiian/Pacific Islander	0	1
Multiracial	3	4
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>81</b>	<b>47</b>

#### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	4	3
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	n/a	n/a
<b>Total</b>	<b>4</b>	<b>3</b>

#### LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	3	0
African-American/Black	0	0
Hispanic/Latinx	0	1
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
<b>Total</b>	<b>4</b>	<b>1</b>

#### NEW PARTNERS PROMOTED\* (2019)

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

	Men	Women
White/Caucasian	8	2
African-American/Black	1	0
Hispanic/Latinx	0	1
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
<b>Total</b>	<b>10</b>	<b>3</b>

#### NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	8	2
African-American/Black	1	0
Hispanic/Latinx	0	1
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
<b>Total</b>	<b>10</b>	<b>3</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)

### 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:

SJL Attorney Search; Garrison & Sisson; ABF Consulting; AW Rush; VOYlegal



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	2
African-American/Black	1	1
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	n/a	n/a
<b>Total</b>	<b>5</b>	<b>4</b>

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	5
African-American/Black	1	2
Hispanic/Latinx	1	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	n/a	n/a
<b>Total</b>	<b>12</b>	<b>10</b>

##### 3RD-YEAR ASSOCIATES

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

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	2
African-American/Black	1	0
Hispanic/Latinx	1	1
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	n/a	n/a
<b>Total</b>	<b>6</b>	<b>4</b>

##### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	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	n/a	n/a
<b>Total</b>	<b>3</b>	<b>2</b>

##### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	0
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	n/a	n/a
<b>Total</b>	<b>4</b>	<b>1</b>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	1
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	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>2</b>	<b>2</b>

##### 8TH-YEAR PLUS ASSOCIATES

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

##### OF COUNSEL

	Men	Women
White/Caucasian	6	4
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
<b>Total</b>	<b>7</b>	<b>4</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	4	0
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	n/a	n/a
<b>Total</b>	<b>4</b>	<b>0</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)

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

Yes

Comments:

As part of the Firm's commitment to maintaining an inclusive workplace environment and fostering a supportive atmosphere that promotes equal opportunity for all attorneys, Fried Frank provides all attorneys the option to request an alternative work arrangement. The Firm recognizes that many attorneys seek flexibility in terms of when and where they work. Attorneys who need or desire work schedule flexibility, including defined work hours or days, total number of hours worked, and/or location from which work is performed, are encouraged to inquire about establishing a flex-time, part-time or other alternative work arrangement. Any attorney may request an alternative work arrangement, provided he or she is in good standing. There is no predetermined limit to the number of individuals who may work on an alternative arrangement or to the length of time such arrangements may be in place. In considering requests, the Firm will be guided by the type of arrangement being requested and the overall needs of the relevant department/practice group and its clients. Because of the many considerations that go into establishing an alternative work arrangement, alternative arrangements may not be feasible in all practice areas at all times; however, the Firm is committed to partnering with its attorneys to find workable solutions whenever practicable.

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?

[No response]

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

Fried Frank has not kept historical records of partners working on alternative arrangements; however, the Firm has had numerous equity partners work on alternative arrangements, including part-time schedules, telecommuting, and hour delimited work days.



## Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	n/a	n/a	n/a	n/a
Of counsel	n/a	n/a	n/a	n/a
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	n/a	n/a	n/a	n/a

We decline to provide statistics on our attorneys who worked a reduced schedule in 2019. Reduced work schedules are a challenge in a law firm setting and we do not want to take any step that might discourage eligible employees from using this benefit.



### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2019

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	11	4
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	n/a	n/a
<b>Total</b>	<b>11</b>	<b>4</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	3	1
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	n/a	n/a
<b>Total</b>	<b>3</b>	<b>1</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	8	1
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	n/a	n/a
<b>Total</b>	<b>8</b>	<b>1</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	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>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	1
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>6</b>	<b>8</b>

## Management Demographic Profile

### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	30	19	31
Number of such positions held by:			
Minorities	0	1	1
Women	0	3	2
LGBTQ attorneys	0	0	1
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? 2

Minorities heading offices: 0

Women heading offices: 0

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: [No response]

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Janice Mac Avoy, Litigation-Real Estate

Women heading practices: Janice Mac Avoy, Litigation-Real Estate; Fiona Kelly, Corporate-Real Estate

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

#### COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: Julian Chung, Co-Chair, Associate Success and Advancement Program Committee

LGBTQ attorneys heading committees: Michael Barker, Chair, Diversity and Inclusion Committee and Co-Chair, Associate Success and Advancement Program

Individuals with Disabilities heading committees: [No response]



### The Firm Says

Fried Frank is committed to being the best law firm it can be, in part through creating an environment where the best people are hired, developed, and eventually promoted. Supporting this key firm initiative is an independent Diversity and Inclusion Office (the "D&I Office"), headed up by the Director of Diversity & Inclusion, who is supported by a Diversity & Inclusion Manager and a Professional Development and Diversity & Inclusion Coordinator. In conjunction with the Firmwide Diversity and Inclusion Committee, the D&I Office drives the firm's strategic diversity and inclusion plan both internally and externally.

#### Internally:

Fried Frank recognizes a diverse and inclusive organization needs to be led by a diverse team of leaders committed to the success of the organization and the people who work for it. To that end, we are implementing programs and policies designed to ensure our recruiting and professional/career development efforts are geared toward hiring, retaining, and promoting a diverse group of the best people.

#### Programming:

In the last few years, the firm has implemented or is in the process of implementing the following programs: Inclusive Hiring Policy (IHP): This policy is designed to ensure appropriately diverse slates of candidates for each lateral attorney open position in all offices and markets the firm recruits in.

Associate Success and Advancement Program (ASAP): This program requires practice group leadership to be constantly evaluating the professional development and career advancement prospects of associates and discussing on a regular and periodic basis with a review committee the progress of each such associate.

Mentoring Program: The firm is currently undergoing an overhaul to the existing mentoring program designed to better address the needs of associates based on seniority, practice area, and other factors (including diversity and inclusion).

The firm also offers regular programming for NYS based attorneys to satisfy their D&I CLE requirements.

#### Employee Resource Groups:

Fried Frank also actively supports the professional development of all Firm employees through its support of the following Employee Resource Groups (ERGs): the Women's Forum, the Attorneys of Color Resource Group, the Pride Alliance (LGBTQ Resource Group), and the Working Parents Group. Each group is represented by leaders in our New York City, Washington, DC, and London offices, and the membership ranks include attorney and business services professionals in each of the offices. The associate run ERGs focus on (i) providing professional and career development support to their members and (ii) supporting the firm's overarching business goals by serving as liaisons to the communities they operate in and providing guidance on various firm initiatives.

Business Services Personnel: In 2018 the firm began the process of formally expanding the D&I initiative to include business services personnel. This will eventually result in an environment where all services, resources, and events will be open and available to all members of the Fried Frank family (unless a compelling reason suggests otherwise).

London Expansion: Also in 2018 the firm officially expanded the D&I initiative to include the London office. This included expanding the leadership of the firm's ERGs to include a representative in London and efforts to start involving the firm and its lawyers in outside organization efforts to make the London legal market more diverse and inclusive.

At Fried Frank we understand that in order to achieve our diversity and inclusion goals, it has to be a key part of everything we do. We are constantly seeking out opportunities to weave thinking around diversity and inclusion into the firm's day to day business, including regular training and development programs, recognizing cultural heritage months with firmwide events open to all members of the Fried Frank family, and ongoing communication with firm leadership.

#### Externally:

Outside the firm, Fried Frank actively sponsors and participates in ongoing efforts to diversify the legal profession. Pipeline and Professional Development Organizations:

The Firm proudly partners with the following pipeline development organizations:

- Sponsors for Educational Opportunity ("SEO"), a dynamic national organization that provides a broad range of educational and career development opportunities, including professional development training and internships, to pre-law school students from diverse backgrounds.
- The New York City Bar Association Diversity Bar Fellowship Program, which provides talented first year law students from diverse backgrounds the opportunity to jump start their careers by interning as ILs at the Firm.
- New York's Hunter College via the Fried Frank Pre-Law Scholars Program, which prepare the college's diverse student body to become competitive law school candidates through intensive LSAT and academic preparation and mentoring programs.

In addition, the firm is a regular sponsor and supporter of the Chart Your Own Course Conference (CYOC) and the Leadership Council of Legal Diversity (LCLD), an organization comprised of chief legal officers and law firm managing partners that is dedicated to improving diversity in the legal profession via a Fellows program for senior attorneys, a Pathfinders program for mid-level associates, and a Scholars internship program for first year law students. Many LCLD Fellows who have participated have gone on to become partners at the firm.

Affinity Bar and Law Student Organizations: The firm also actively supports and collaborates with minority bar associations and law student organizations in New York City, Washington, DC, and nationally. The Firm has hosted at our offices various events held by minority bar associations and other organizations dedicated to diversifying the legal profession.

Firm attorneys and business services personnel participate in leadership of affinity bar and other organizations, attend events and network with younger lawyers and law students, and speak on substantive and career development panels.

Surveys: Fried Frank is proud of our most recent survey acknowledgements for our diversity accomplishments, including being recognized for receiving a score of 100 for the eleventh consecutive year on the Human Rights Campaign Corporate Equality Index. This survey provides an in-depth analysis and rating of large US employers and their policies and practices pertinent to LGBTQ employees, consumers and investors. Fried Frank also received recognition from Vault's most recent Associate Satisfaction Survey, placing #16 out of 200 firms for Overall Diversity. The Firm was additionally recognized for its employee adoption benefits by the Dave Thomas Foundation for Adoption, ranking #4 in the Consulting, Accounting, Legal and Business Services industry category.

