

Norton Rose Fulbright

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

United States: Austin; Dallas; Denver; Houston; Los Angeles; Minneapolis; New York; San Antonio; San Francisco; St. Louis; Washington, DC. Global: Brisbane; Canberra; Melbourne; Perth; Sydney; Manama; Brussels; Rio de Janeiro; Sao Paulo; Montreal; Ottawa; Quebec; Toronto; Calgary; Vancouver; Beijing; Hong Kong; Shanghai; Paris; Munich; Frankfurt; Hamburg; Athens; Piraeus; Jakarta; Milan; Tokyo; Luxembourg; Mexico City; Monaco; Casablanca; Amsterdam; Port Moresby; Warsaw; Moscow; Riyadh; Singapore; Cape Town; Durban; Johannesburg; Bangkok; Istanbul; Dubai; and London.

DIVERSITY LEADERSHIP

Head(s) of Firm: Jeff Cody, US Managing Partner

Diversity team leader(s): Denise Webb Glass, Partner, Chair, Diversity & Inclusion Committee; Nina Godiwalla, Director, US Diversity & Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	3320	3328
U.S. offices only	857	891

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	115	91
African-American/Black	3	10
Hispanic/Latinx	11	11
Alaska Native/American Indian	1	0
Asian	15	23
Native Hawaiian/Pacific Islander	0	0
Multiracial	9	10
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	154	145

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	225	50
African-American/Black	4	2
Hispanic/Latinx	6	3
Alaska Native/American Indian	0	0
Asian	3	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	239	64

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OF COUNSEL (2019)

	Men	Women
White/Caucasian	153	65
African-American/Black	5	2
Hispanic/Latinx	8	3
Alaska Native/American Indian	0	0
Asian	5	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	4	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	175	76

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SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	19	10
African-American/Black	0	3
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	24	18

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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

The survey's definition of non-equity partner does not match ours.

NEW HIRES (2019)

	Men	Women
White/Caucasian	48	38
African-American/Black	2	4
Hispanic/Latinx	6	3
Alaska Native/American Indian	0	0
Asian	5	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	3
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	66	55

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Strategic Plan and Diversity Leadership

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

Norton Rose Fulbright established the Global Diversity and Inclusion Advisory Council (GDIAC) in December 2012 to provide a source of coordinated and consistent leadership to establish and advocate diversity best practices firmwide. GDIAC ensures that an inclusion lens is applied to all decision making processes and makes strategy and policy recommendations to the Global Executive Committee. GDIAC members include the Global Chief Executive, Global Chief Operating Officers, Managing Partners, Global Practice Group Leaders and Global Directors of the firm.

In the US, the Diversity & Inclusion (D&I) Committee and D&I team works together with the US leadership in promoting diversity and fostering inclusion through various practices such as hosting D&I events; partnering with over 50 external diversity organizations; D&I messaging from leaders via email, video, awards and interviews; as well as integrating diversity in numerous aspects of the Firm's business, including leadership/governance roles, recruiting, retention and promotion of our diverse and women lawyers.

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

Denise Glass, Chair, US 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: 24

Total hours spent on diversity: [No response]

Comments: N/A

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?

Norton Rose Fulbright has a formal Global Diversity and Inclusion Advisory Council (GDIAC) that oversees and guides diversity efforts across our 50+ offices globally. Our most recent elected partners are 38 percent women and 23 percent racial/ethnic minorities. In support of our global diversity targets, the Firm is implementing unconscious bias and diversity training as well as our Career Strategy Program (CSP) that supports our women lawyers advancement to partnership on a global scale. Reinforcing the global diversity and inclusion efforts, each of our regions are supported by a Diversity team to best coordinate and achieve our D&I goals regionally.

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

Ongoing process

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

Norton Rose Fulbright's leadership is furthering diversity by committing to major change initiatives such as Diversity Lab's Mansfield Rule and Catalyst's CEO Champions For Change. Our participation in these initiatives have boosted our efforts to increase diversity in leadership ranks, equity partner promotions and lateral positions. We received Mansfield Rule 2.0 certification and certified plus in 2019, and are currently participating in Mansfield Rule 3.0. In 2018, our Global CEO, Peter Martyr, globally expanded the firm's support to the Catalyst CEO Champions For Change as part of our continuing commitment to accelerate gender equality and inclusion within our firm. Overall, these initiatives have led to a deliberate focus on our pipeline for diverse talent.

Additionally, we have a Diversity & Inclusion Committee composed of our Managing Partner, practice group leaders as well as members and Chairs of other firm committees such as the Global Executive Committee, US Management Committee, Partner Review Committee, Partnership Committee, Attorney Evaluation Committee and Hiring Committee. At Norton Rose Fulbright, we believe committing to a diverse leadership promotes the culture of diversity and inclusion throughout all aspects of the firm's business.

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

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



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)

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.

[No response]



Recruitment - New Associates

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

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

Other private law schools: American University — Washington College of Law; Baylor Law School; Brooklyn Law; Cardozo (Yeshiva) University School of Law; The Catholic University of America — Columbus School of Law; Duke University School of Law; Emory Law; Fordham University School of Law; George Washington University Law School; Georgetown University Law Center; Hofstra University — Maurice A. Deane School of Law; Loyola Law School — Los Angeles; New York University School of Law; Northwestern University School of Law; Notre Dame Law School; St. Mary's School of Law; Southern Methodist University — Dedman School of Law; South Texas College of Law-Houston; Stanford Law School; Tulane Law School; University of Chicago Law School; University of Southern California — Gould School of Law; Vanderbilt University Law School; Washington University School of Law

Public state law schools: University of Alabama School of Law; George Mason University School of Law; University of Michigan Law School; Texas Tech University School of Law; University of California — Berkeley School of Law; University of California — Los Angeles School of Law; University of California — Irvine School of Law; University of Houston Law Center; University of Texas School of Law; University of Virginia School of Law; University of North Carolina School of Law; University of Oklahoma College of Law; Texas A&M University and University of Georgia.

Law schools of Historically Black Colleges and Universities (HBCUs): Howard University School of Law; Texas Southern University — Thurgood Marshall School of Law.

Diversity job fairs: Lavender Law Career Fair; Southeastern Minority Job Fair; NEBSA Job Fair; Sunbelt Minority Recruitment Program.

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?

We participate in several programs targeting first-year law students, including partnering with various student groups at schools such as Harvard, The University of Texas, and University of Virginia.

Our Houston office participates in the Houston Bar Association's 1L Program. Our Los Angeles office sponsors a writing scholarship for first-year law students at UCLA and USC law schools for members of the BLSA and La Raza organizations.

Several offices, including Houston, Dallas, Austin, Washington and New York, interview and hire 1L students for summer associateships that commence with their completion of one year of law school. We also participate in the Legal Council on Legal Diversity Pipeline Initiative, which provides development and networking opportunities for first-year law students.

For the last decade, lawyers in our Austin office have worked in conjunction with attorneys from Dell, Inc. to mentor 1L students who are members of a minority student organization at the University of Texas School of Law.

Commencing in the summer of 2020, Norton Rose Fulbright is offering a Diversity law student fellowship, one each for a 1L and 2L.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	12	7
African-American/Black	0	1
Hispanic/Latinx	0	4
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	13	14

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OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	11	7
African-American/Black	0	1
Hispanic/Latinx	0	4
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	12	14

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OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	12	7
African-American/Black	0	1
Hispanic/Latinx	0	4
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	13	14

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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	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	0	0

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Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	12	8
African-American/Black	1	2
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	16	12

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LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	12	7
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	12	9

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LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	5	5
African-American/Black	0	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	8	6

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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	0	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	10	4

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NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	13	7
African-American/Black	0	1
Hispanic/Latinx	4	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	18	10

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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)

The Diversity & Inclusion Committee works with the recruiting department to encourage and promote more diverse hiring.

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:

Although we have not paid a fee to such a firm in the past 12 months, we continue to work closely with several firms that fit this description.



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
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	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	2	2

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2ND-YEAR ASSOCIATES

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

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3RD-YEAR ASSOCIATES

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

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4TH-YEAR ASSOCIATES

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

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5TH-YEAR ASSOCIATES

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

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6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	6	2

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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	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	3	1

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.

8TH-YEAR PLUS ASSOCIATES

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

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.

OF COUNSEL

	Men	Women
White/Caucasian	9	8
African-American/Black	1	1
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	14	13

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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

The firm's definition of non-equity partner does not match that provided by the survey.

EQUITY PARTNERS

	Men	Women
White/Caucasian	9	3
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	11	3

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.

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

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?

Working a reduced hours schedule does not change the factors considered for a promotion; attorneys working reduced hours remain eligible for promotions, including partnership. Part-time attorneys receive pro rata credit toward partnership.

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

We are unable to answer this question due to incomplete firm history.



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	3	6	9	299
Of counsel	68	23	91	251
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	3	5	8	303

With regard to the questions about non-equity partners, our definition of non-equity partner does not match that of the survey's.



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

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

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HIRING COMMITTEE*

* Attorneys on Hiring 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	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	5	4

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	11	2
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	11	4

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	14	7
African-American/Black	2	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	16	8

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	9	6
African-American/Black	3	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	14	10

Norton Rose Fulbright offers all lawyers and staff opportunities to disclose their veteran, disability, gender-non-binary and LGBTQ status voluntarily through HR. Due to the voluntary approach, we do not have complete data representation of our lawyers and staff.



Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	14	31	17
Number of such positions held by:			
Minorities	1	4	1
Women	1	5	5
LGBTQ attorneys	n/a	n/a	n/a
Individuals with Disabilities	n/a	n/a	n/a

We do not share LGBTQ and individuals with disabilities data because it is incomplete.

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? 11

Minorities heading offices: Vincent Dunn, New York (269)

Women heading offices: Marissa Leigh Alcalá, Washington, DC (90)

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Gina Shishima, Intellectual Property Practice Group (83); Shauna Johnson Clark, Labor and Employment Team (17); Paul A. Braden, Finance — Public Team (41); Scarlet McNellie, M&A/Securities Team (94);

Women heading practices: Gina Shishima, Intellectual Property Practice Group (83); Robin Adelstein, Antitrust (25); Shauna Johnson Clark, Employment and Labor (17); Melanie Rother, Energy and Infrastructure Team (21); Scarlet McNellie, M&A/Securities Team (94)

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Denise Glass, Diversity & Inclusion Committee (24)

Women heading committees: Denise Glass, Diversity Committee (24); Mara H. Rogers, Audit Response Committee (14); Kathleen R. Ellison, Finance Committee (3); Judith A. Archer, Hiring Committee (9); Judith A. Archer, Women in the Firm and the Profession Committee (6)

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

Diversity Program Highlights

Norton Rose Fulbright believes that actions speak louder than words. We continuously strive to make a difference to help shape the future in a way that provides economic and social benefits to all. Across our 50 plus offices around the world, our differences are what make us stronger in creating an inclusive environment where everyone can bring their whole self to work and realize their career potential. Working together with over 50 partnerships, we are committed to advancing diversity at the Firm and in the legal industry.

We have set diversity and inclusion targets of at least 30 percent female partners and 30 female partners on all board and management committees. Our 2020 recently promoted partner class is 38 percent women, the US Management Committee is 44 percent women and 75 percent of our US Chiefs are women.

Firmwide, we have implemented initiatives to promote gender diversity including a career strategies program (CSP). CSP is a development program that provides opportunities and support to senior female lawyers on their path to partnership, including inclusive leadership training and unconscious bias education. The program tailors to the needs of our senior female lawyers intended to develop their confidence in guidance with the Firm's culture, systems and processes. CSP is designed by women, for women and delivered by women who are experts in women's development. We also have a women lawyers network and a Women in the Profession committee devoted to the advancement of our female lawyers at all levels. These initiatives provide comprehensive educational, development and networking opportunities in support of their success at the firm.

Another one of our major initiatives aimed at promoting awareness of diversity and inclusion was the roll-out of unconscious bias training across our US offices. The pilot program received "excellent" scores by our Management Committee and Partnership Committee, and we have since delivered training to our US offices. The training focuses on understanding the importance of being inclusive; how bias impacts our ability to be inclusive; identifying unconscious bias and micro-behaviors, and cultivating a more inclusive and productive workplace.

In addition to supporting a number of award winning Diversity and Inclusion programs and activities, the firm's leadership is furthering diversity by committing to major change initiatives such as Diversity Lab's Mansfield Rule and Catalyst's CEO Champions For Change. Supported by Firm leadership, we aim to boost diversity in leadership ranks, equity partner promotions and lateral positions. We received Mansfield Rule 2.0 certified plus last year and are currently participating in Mansfield Rule 3.0. Furthermore, our Global CEO, Peter Martyr, globally expanded the firm's support to the Catalyst CEO Champions For Change as part of our continuing commitment to accelerate gender equality and inclusion within our firm.

Diversity Networks

To engage and address the concerns of diverse lawyers within Norton Rose Fulbright, we have four diversity networks each tasked with participating in initiatives for their respective network. Each network leadership develops a strategic plan focusing on issues of concern to their members.

The Women in Norton Rose Fulbright (WiN) Network provides an environment in which female lawyers participate meaningfully at Norton Rose Fulbright, including premium work assignments and business development opportunities. The goals of the network are to ensure women are viewed as significant leaders at the firm and have the confidence to achieve success in their legal careers. WiN provides opportunities for women to make contacts across Norton Rose Fulbright, increases diversity and retention of women at the firm, focuses on specific skills that women need to maximize their business development and career potential, and endorses a culture and provides a visible forum within which issues affecting women can be raised and discussed openly. One of WiN's most successful initiatives is "WiN-ning Business" which is a panel series that allows our women lawyers to engage in valuable conversations across various offices and practices on topics that impact their career progression. The goal is not only to give lawyers the chance to understand their colleague's practice areas and capabilities, but also to cross-sell services.

The Pride Network proudly partners with organizations committed to LGBT equality like the Victory Fund, Trevor Project and Immigration Equality. Norton Rose Fulbright also supports the Human Rights Campaign, America's leading civil rights organization for LGBT equality. We have earned a top score of 100 on Human Rights Campaign's Corporate Equality Index since 2016. Pride leaders and other lawyers represent the legal practice at Lavender Law, an annual conference and career fair hosted by the National LGBT Bar Association. Additionally, to address the interests of our internal staff and lawyers, we have programming focused on LGBT issues as well as social events meant to promote inclusion and acceptance. Since 2017, we've participated in the Houston Pride Parade every year and were the first member of the Houston big law community to walk in the Parade.

The Flex-ability Network is committed to promoting a positive attitude toward flexible working arrangements and supporting lawyers who participate in our Flexible Work Schedule Program. One of the primary reasons we have had the ability to retain lawyers over the long term in our US practice is our history of providing a welcoming and supportive work environment where all lawyers, regardless of gender, can pursue their careers to the fullest while also meeting their family obligations and enjoying fulfilling personal lives. In fact, we developed a modified work program, Flexible Work Schedule Program (FWSP), for lawyers when the concept of a work-life balance was still new and well before a flexible or modified work program became an established workplace benefit at many firms. Our policies are specifically designed to address our lawyers' changing needs at various stages of life. We encourage lawyers to take advantage of these policies, if needed, without concern that doing so will have negative effects on their careers.

The Minority Lawyers Network (MLN) is committed to building and maintaining an accessible and inspirational community within Norton Rose Fulbright while providing opportunities to make contacts globally with access to role models at all levels. The MLN focuses on improving our minority recruiting, retention and professional development opportunities. We offer our MLN members numerous professional development opportunities by sponsoring their attendance to minority-focused conferences and events. In 2019, we sponsored or sent our diverse lawyers to 35 diversity-related events. The network also hosts quarterly lunches around professional development topics.

Pipeline Programs

We have also participated in various pipeline programs over the years, aimed at increasing diversity in the legal industry and in Norton Rose Fulbright. We have partnered with Shell on an ABA-award winning pipeline project, Tomorrow's Attorney Pipeline Program (TAPP). The goal of TAPP is to expose diverse high school students to lawyers, in a variety of practice areas, motivate those student to consider a career in the legal profession and create awareness of the various programs and organizations that will help them prepare to attend and ultimately succeed in law school, should they choose to pursue this profession. The experience is hands-on and allows the students to get to know our lawyers. For its efforts, TAPP was awarded a grant from the Texas Young Lawyers Association (TYLA), 1st Place in Diversity Programming for TYLA, and 3rd Place in Diversity Programming for the American Bar Association's Young Lawyers Division.

Recruiting Initiatives

To recruit more diverse talent at Norton Rose Fulbright, we work with women and minority owned search firms to identify and attract top legal talent. We also recruit at numerous law schools, including historically Black colleges and universities such as Howard and Texas Southern University to attract diverse entry-level attorneys. We participate in the Lavender Law Career Fair to connect with LGBT talent, the Southeastern Minority Job Fair, and the Sunbelt Minority Recruitment Program for regional presence. In 2017, Norton

Rose Fulbright participated in various activities and organizations including various national and local law school affinity groups (e.g., Black Law Student Association, Latin American Law Student Association, Women in Law, etc.) with both sponsorship initiatives, formal mentoring programs events, including career panels and net events. In our Houston office, we participate in the Houston Bar Association's 1L Program. Our Los Angeles office sponsors a writing scholarship for first-year law students at UCLA and USC law schools for members of the BLSA and La Raza organizations. American Lawyers and Texas Lawyers has recognized Norton Rose Fulbright for our notable results regarding diversity recruitment efforts.

Also, several of our offices, including Houston, Dallas, Austin, and New York, interview and hire 1L students for summer associateships that commence with their completion of one year of law school. Our summer associate program includes Dpresentation, and we host social and informational activities to promote our commitment to diversity and inclusion and foster relationship building during the summer program.

The firm is commencing our inaugural Diversity Fellowships in Summer 2020. We established the 1L and 2L fellowships to promote diversity in the legal profession and at the law firm and to provide a helping hand to aspiring lawyers who come from groups underrepresented in the profession.

