

Milbank LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Beijing, Frankfurt, Hong Kong, London, Los Angeles, Munich, New York, São Paulo, Seoul, Singapore, Tokyo, Washington DC

DIVERSITY LEADERSHIP

Head(s) of Firm: Scott A. Edelman, Chairman

Diversity team leader(s): Jerome P. McCluskey, Partner and Chair, Diversity Committee; Atara Miller, Partner and Chair, Women's Initiative Committee; Dennis Quinio, Manager of Diversity & Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	776	799
U.S. offices only	533	556

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	165	129
African-American/Black	7	6
Hispanic/Latinx	19	20
Alaska Native/American Indian	0	0
Asian	21	33
Native Hawaiian/Pacific Islander	0	0
Multiracial	7	8
Openly LGBTQ	17	11
Individuals with Disabilities	5	0
Total	219	196

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	24	21
African-American/Black	2	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	2	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	5	2
Individuals with Disabilities	1	0
Total	31	35

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	88	12
African-American/Black	3	0
Hispanic/Latinx	5	2
Alaska Native/American Indian	1	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	101	16

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

Please note that we do not provide a breakdown between equity and nonequity partners. Milbank has a very small number of non-equity partners.

OF COUNSEL (2019)

	Men	Women
White/Caucasian	15	7
African-American/Black	0	0
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	2
Individuals with Disabilities	0	0
Total	19	9

NEW HIRES (2019)

	Men	Women
White/Caucasian	34	29
African-American/Black	2	0
Hispanic/Latinx	3	4
Alaska Native/American Indian	0	0
Asian	6	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	2	3
Individuals with Disabilities	2	0
Total	47	43

Strategic Plan and Diversity Leadership

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

Milbank's leadership communicates its commitment internally to our lawyers and externally to the legal profession in a variety of ways. Foremost is the work of its Diversity & Inclusion and Women's Initiative Committees. The Firm also proudly supports five active and global affinity groups, which collaborate with regional diversity and inclusion-focused groups and sub-committees in various offices.

Milbank uses multiple channels to communicate information firm-wide about programs and policies that support the recruitment, retention and advancement of minority, LGBTQ+, and women attorneys:

- The Firm Chair provides an update on progress made by the Diversity & Inclusion and Women's Initiative Committees during a State of the Firm address given to all offices worldwide.
- We highlight notable personal and professional achievements of our diverse and women attorneys.
- From speakers who are luminaries in the legal profession to panel discussions on work-life balance, Milbank hosts numerous events and networking opportunities, and keeps lawyers informed about what's coming up through our intranet pages dedicated to diversity and inclusion.
- Our Diversity & Inclusion and Women's Initiative Committees host orientations and a welcome reception where summer associates, first years and laterals are invited to hear about our diversity efforts and how to get involved.
- Summer associates are invited to robust programming hosted by members of our affinity groups as well as partners who serve on our Diversity & Inclusion and Women's Initiative Committees.

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

Partner and Firm Chairman, Scott A. Edelman, leads the diversity initiatives at the Firm along with Jerome P. McCluskey, Partner and Chair of the Diversity Committee, Atara Miller, Partner and Chair of the Women's Initiative Committee, and Dennis Quinio, Manager of Diversity & 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: 20

Total hours spent on diversity: [No response]

Comments: Our Diversity & Inclusion and Women's Initiative Committees meet frequently to discuss ongoing and new initiatives and work towards their goals. We estimate that committee members spend hundreds of hours collectively on these efforts every year. There are 20 lawyers who serve on the Diversity & Inclusion and Women's Initiative Committees.

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 Diversity & Inclusion and Women's Initiative Committees set goals that are of the utmost priority for the Firm's management. This alignment is facilitated by the active participation of one or more Executive Committee or Firm practice leaders on both of the Committees.

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?

To ensure that our diversity and inclusion goals are pursued as broadly and effectively as possible across Milbank, Executive Committee members participate in both the Diversity & Inclusion and Women's Initiative Committees, as do representatives of the Hiring, Professional Development and Associate Life Committees. The committees meet regularly with the Executive Committee and Practice Group Leaders, as well as regularly updating the partnership on their activities. Practice groups get involved by promoting diversity initiatives within their groups and sharing best practices with representatives of the Diversity & Inclusion and Women's Initiative Committees. The Firm's Manager of Diversity & Inclusion further facilitates collaboration among the Firm's regional diversity and inclusion-focused groups and sub-committees.

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		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	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	X		Other (please specify): Affinity group members are actively involved in our efforts to recruit and retain minority associates. They reach out to student affinity organizations directly, and meet regularly to create a network of support, offer mentoring advice, host social events and sponsor speaker series.



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		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	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X			Implement policies to address gender pay equity
X	X		Other (please specify): Our Women's Initiative Committee assists the Firm in expanding opportunities for all women to achieve their full potential. Our Women@Milbank affinity group members plan regular meetings and events and engage with student groups at law schools to create a network of support within and outside of the firm.



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	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	X		Other (please specify): Our Pride affinity group recruits LGBTQ+ attorneys through outreach to campus student affinity groups and through job fairs for the National LGBT Bar Association (Lavender Law) and the LGBT Bar of Greater New York (LeGaL).



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	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.

The Firm has a long history of participating in the SEO Law Fellows program. Milbank also participates in the Cristo Rey High School work study program.



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, and Yale Law School

Other private law schools: Albany Law School, Boston University School of Law, Brooklyn Law School, Cardozo Law School, University of Chicago Law School, Duke University School of Law, Emory University School of Law, Fordham University School of Law, Georgetown University Law Center, George Washington University Law School, New York Law School, New York University School of Law, Northwestern University Pritzker School of Law, Stanford Law School, St. John's University School of Law, Tulane University/Washington University NY Job Fair, Vanderbilt University Law School, University of Southern California Gould School of Law, Loyola Law School

Public state law schools: University of Michigan Law School, University of Texas NY Job Fair, University of Virginia School of Law, UC Berkeley School of Law, University of California Los Angeles School of Law, University of California Irvine School of Law, Midwest-California-Georgia Consortium

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

Diversity job fairs: Lavender Law Career Fair, LeGaL Career 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)

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

Reflecting our commitment to a diverse and inclusive workplace filled with the best legal talent, Milbank seeks talented 1Ls as part of its 1L Diversity Fellowship Program.

This program is for law students who have demonstrated high academic achievement, leadership ability, excellent writing and interpersonal skills, and a genuine interest in one of Milbank's preeminent practices.

Milbank's 1L Diversity Fellows come from the top ABA accredited law schools have successfully completed the first semester of their first year of a full-time JD program. Students who are members of groups traditionally under-represented at large law firms are encouraged to apply.

1L Diversity Fellows join Milbank as summer associates in our New York and Los Angeles offices. Fellows are fully integrated in the Firm's summer program and receive specialized and comprehensive training opportunities.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	24	21
African-American/Black	2	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	2	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	5	2
Individuals with Disabilities	1	0
Total	31	35

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	24	21
African-American/Black	2	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	2	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	5	2
Individuals with Disabilities	1	0
Total	31	35

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	23	21
African-American/Black	2	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	4	2
Individuals with Disabilities	1	0
Total	28	35

NEITHER ACCEPTED NOR DECLINED (2019)

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

	Men	Women
White/Caucasian	1	0
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	1	0
Individuals with Disabilities	0	0
Total	3	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

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

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	0	0
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	0	0
Total	0	1

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

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

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	6	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
Total	6	0

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

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

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:

David Carrie; SJL Attorney Search



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	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

2ND-YEAR ASSOCIATES

	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

3RD-YEAR ASSOCIATES

	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

4TH-YEAR ASSOCIATES

	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

5TH-YEAR ASSOCIATES

	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

6TH-YEAR ASSOCIATES

	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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	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

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

	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

NON-EQUITY PARTNERS

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

EQUITY PARTNERS

	Men	Women
White/Caucasian	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

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:

The Firm recognizes that our lawyers may want or need to work either full-time flex-time or reduced hours in order to balance other factors in their lives and offers lawyers flexibility through its Alternative Work Arrangements program. Attorneys at all levels, including partners, participate in Alternative Work Arrangements. By speaking to a Practice Group Leader or the Director of Legal Personnel, lawyers can learn about what we offer, receive advice on how to maximize the success of their arrangement, and gain practical tips that help resolve common concerns. Alternative Work Arrangements are part of the Firm's wider initiative known as Balance@Milbank that represents the Firm's commitment to supporting the well-being of its lawyers, even in the demanding legal profession.

Milbank also offers an Extended Personal Leave and Re-Entry policy, which allows associates, Special Counsel and Of Counsel to take an unpaid leave for reasons relating to child or family care, or other circumstances, for up to five years. We seek to sustain a strong relationship with lawyers on leave during the EPL period by assigning a partner mentor with whom they already have a close working relationship to serve as a liaison with the Firm and the lawyers' practice groups. Lawyers on leave are invited to Firm-sponsored CLEs and trainings, as well as select social events and departmental programs. We also continue to pay for bar registrations for the duration of an EPL.

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

Part-time lawyers are eligible for partnership consideration and are evaluated by the same criteria as their full-time colleagues. The timing of partnership may be impacted. Milbank's part-time programs are available to all eligible lawyers, including partners.

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

0

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	4	4	415
Of counsel	0	1	1	28
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	0	0	117



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management 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
Total	3	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	11	5
African-American/Black	0	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	2
Individuals with Disabilities	n/a	n/a
Total	13	10

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner 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
Total	n/a	n/a

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
Total	n/a	n/a

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	6	4
African-American/Black	3	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	13	7

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	3	15	11
Number of such positions held by:			
Minorities	0	2	1
Women	1	2	1
LGBTQ attorneys	0	0	0
Individuals with Disabilities	n/a	n/a	n/a

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

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 0

Minorities heading offices: 0

Women heading offices: Deborah Conrad, Los Angeles (77)

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: N/A

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Georgiana J. Slade, Trusts & Estates (14); Marcelo Mottesi, Global Capital Markets (43)

Women heading practices: Georgiana J. Slade, Trusts & Estates (14); Deborah Conrad, Global Corporate (50)

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: N/A

COMMITTEE LEADERS

Minorities heading committees: Roland Estevez, Hiring Partner (7); Jerome P. McCluskey, Diversity & Inclusion Committee (11); Eschrat Rahimi-Laridjani, Summer Program (7); Caroline Walther-Meade, International Attorney Program (1)

Women heading committees: Atara Miller, Women's Initiative Committee (11); Atara Miller, Hiring Partner (7); Lauren Hanrahan, Hiring Partner (7); Eschrat Rahimi-Laridjani, Summer Program (7); Caroline Walther-Meade, International Attorney Program (1)

LGBTQ attorneys heading committees: Eschrat Rahimi-Laridjani, Summer Program (7)

Individuals with Disabilities heading committees: N/A



The Firm Says

Milbank was one of the first major New York law firms to create a diversity committee. The recruitment, retention and advancement of diverse and women lawyers is a fundamental part of the Diversity & Inclusion and Women's Initiative Committees' goals. The Firm is proud to have been, since inception, a signatory of the New York City Bar's Statement of Diversity Principles, which affirms law firms' commitment to achieving diversity goals and fostering diversity in the legal profession.

Milbank's Diversity & Inclusion and Women's Initiative Committees work closely with our associate-led affinity groups to help further the Firm's diversity and inclusion objectives. Our affinity groups create a network of support and host numerous social and professional events that bring together lawyers and staff alike in some of the most cohesive and integrated programs at the Firm. Summer associates are invited to participate robustly in affinity groups activities over the summer.

Milbank hosts various on-campus events with BLSA, LALSA, APALSA, Outlaws, and women's groups to ensure that traditionally underrepresented, minority and LGBTQ+ law students are aware of Milbank's commitment to attracting a diverse and talented workforce. 1L students are invited to participate in our mock interview program and are encouraged to apply for a 1L summer associate position through Milbank's 1L Diversity Fellowship. Rising 2Ls can attend our popular "OCI to Offer" programs which provide a forum to ask summer and junior associates candid questions about the bidding, interview and hiring processes. Two of the Firm's OCI to Offer programs focus specifically on diverse law students (i.e. those who identify in certain racial/ethnic categories or as LGBTQ+) and on women law students.

Helping diverse lawyers create strong internal and external networks and fostering mentoring relationships is an important part of our diversity goals. Milbank offers diverse associates a variety of ways to connect with bar associations of their choice, including diversity bar organizations. Milbank's relationships with external organizations, such as the Leadership Council for Legal Diversity, the New York City Bar's Associate Leadership Institute, Charting Your Own Course and others allow our lawyers to connect with peers and benefit from high-level leadership training and specialized professional development. Our best-in-class Milbank@Harvard program also provides a customized career development and planning platform that incorporates diversity and inclusion components throughout a series of modules on topics such as Accounting, Corporate Strategy, Finance, Leadership, Marketing and Negotiation Skills.

Recognizing that women mid-level associates can benefit from tailored leadership training, in 2019 Milbank invited Hillary Sale, a professor at Georgetown Law with expertise on women in the workplace, to conduct a day-long Leadership Workshop for participants in their second year (Module II) of Milbank@Harvard. In addition to leadership skills, participants learn that career development requires strong self-advocacy and strategic networking skills. In an intimate and interactive workshop setting, associates work on developing these key skills while strengthening their bonds with their female colleagues. Participants meet with Professor Sale for a follow-up session eight months after the workshop.

Our efforts in the legal community at large include supporting key diversity organizations such as the NAACP Legal Defense and Education Fund, the Lawyers Committee for Civil Rights Under Law, and the Asian American Legal Defense and Education Fund. Milbank is a long-standing national sponsor of Lambda Legal.

To recognize and encourage ongoing contributions to our diversity efforts, billable credit is provided for work related to diversity & inclusion and the Women's Initiative. Additionally, each partner's compensation is influenced by his or her individual contributions to our diversity and inclusion efforts.

Milbank's Women's Initiative (WI):

The WI and Women@Milbank, an associate-led affinity group for women, were created to support and promote an environment rich with opportunities for women lawyers to build strong careers and achieve their full potential. Since its formation in 2009, the WI has transformed traditional training programs and activities into leadership, networking and mentoring opportunities to provide a platform for Milbank's women attorneys to launch or build upon successful careers. The WI focuses on three strategic areas to achieve its goals: recruitment, professional development, and advancement. Women@Milbank provides a forum for social events such as a book club, as well as career-related discussions.

Programs that the WI has supported include:

- Leadership and communications training, as well as numerous networking opportunities across the firm.
- Gatherings for women clients and alumnae.
- A Speakers Series featuring prominent women leaders such as the co-founder of the Lean In Project, women judges and a panel of experts on human trafficking.
- Programs on work-life balance for parents and for all lawyers.

Balance@Milbank is an initiative that represents the Firm's commitment to supporting the well-being of its lawyers, even in the demanding legal profession. Expert speakers offer strategies and tips on a variety of topics, and facilitate a sharing of ideas on work-life balance between colleagues. I would delete this reference to demanding legal profession; referenced in an earlier response

Work-life Policies:

Milbank provides paid leave (up to 20 weeks, plus additional unpaid leave subject to approval) following childbirth or adoption for partners, associates, Special Counsel and Of Counsel. Firm provides 8 weeks unpaid in addition to the 20; no approval required.

Our umbrella of work/life balance policies include the following:

- Full-time Flex-Time and Reduced Hours
- Partner coordinator for flexible work arrangements [After Elizabeth Hardin left; no replacement made; may designate someone in Q4 2020, per ELP and CW, 5-12-20]
- Coaching for lawyers seeking parental leave and for new parents
- Extended Personal Leave and Re-Entry
- Emergency Back-up Child Care
- Mother's Rooms
- Subscriptions to the Headspace meditation app and guided meditation sessions