

Morgan, Lewis & Bockius LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Abu Dhabi, UAE; Almaty, Kazakhstan; Beijing, China; Boston, MA, USA; Brussels, Belgium; Century City, CA, USA; Chicago, IL, USA; Dallas, TX, USA; Dubai, UAE; Frankfurt, Germany; Hartford, CT, USA; Hong Kong, China; Houston, TX, USA; London, United Kingdom; Los Angeles, CA, USA; Miami, FL, USA; Moscow, Russia; New York, NY, USA; Nur-Sultan, Kazakhstan; Orange County, CA, USA; Paris, France; Philadelphia, PA, USA; Pittsburgh, PA, USA; Princeton, NJ, USA; San Francisco, CA, USA; Shanghai, China; Silicon Valley, CA, USA; Singapore, Singapore; Tokyo, Japan; Washington, DC, USA; and Wilmington, DE, USA

DIVERSITY LEADERSHIP

Head(s) of Firm: Jami McKeon, Chair

Diversity team leader(s): Amanda Smith, Chief Engagement Officer

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	2026	2063
U.S. offices only	1701	1748

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	346	288
African-American/Black	12	33
Hispanic/Latinx	25	22
Alaska Native/American Indian	1	0
Asian	69	81
Native Hawaiian/Pacific Islander	2	2
Multiracial	16	11
Openly LGBTQ	19	25
Individuals with Disabilities	3	3
Total	476	442

10 associates-five males and five females-did not identify their race/ethnicity.

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	22	27
African-American/Black	3	9
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	6	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	8
Openly LGBTQ	2	6
Individuals with Disabilities	n/a	n/a
Total	38	59

Three summer associates-one male and two females-did not identify their race/ethnicity. Also, we do not track disability status of summer associates.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	431	147
African-American/Black	11	3
Hispanic/Latinx	9	5
Alaska Native/American Indian	1	0
Asian	22	19
Native Hawaiian/Pacific Islander	0	1
Multiracial	3	1
Openly LGBTQ	9	3
Individuals with Disabilities	2	1
Total	478	176

One male equity partner did not identify his race/ethnicity.

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	17	6
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	2	2
Individuals with Disabilities	0	0
Total	19	6

OF COUNSEL (2019)

	Men	Women
White/Caucasian	77	57
African-American/Black	0	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	1
Asian	4	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	84	63

NEW HIRES (2019)

	Men	Women
White/Caucasian	81	79
African-American/Black	3	5
Hispanic/Latinx	6	7
Alaska Native/American Indian	0	0
Asian	22	17
Native Hawaiian/Pacific Islander	0	1
Multiracial	4	2
Openly LGBTQ	5	7
Individuals with Disabilities	1	0
Total	123	115

11 new hires-seven males and four females-did not identify their race/ethnicity.

Strategic Plan and Diversity Leadership

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

Morgan Lewis's commitment to diversity and inclusion (D&I) is a core value at the firm that our leadership consistently and purposefully communicates to all lawyers and professional staff. Not a week goes by without a firmwide communication about a D&I success, upcoming diversity event, or recognition of individual diverse lawyers. Our internal D&I site includes contact information for our D&I Committee members, links to our six affinity group pages, information about future events, and internal and external resources such as diversity news reports and information about organizations promoting D&I. We also publish a daily internal newsletter, TODAY at Morgan Lewis, which is distributed to all lawyers and professional staff. TODAY regularly highlights the firm's diversity work and accomplishments, and frequently runs stories dedicated to different facets of D&I at Morgan Lewis. In addition, we have significantly grown our diversity communications on Facebook, Instagram, LinkedIn, Twitter, and YouTube through our #WeAreMorganLewis social media campaign. The global communications initiative highlights the unique experiences and viewpoints of our diverse lawyers. The campaign started in February 2018 with Black History Month and has featured prominent diverse lawyers as part of Women's History Month, Asian American and Pacific Islander Heritage Month, LGBTQ Pride Month, Hispanic Heritage Month, and Veterans Day.

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

We recently moved our diversity team from the human resources department to the office of our Chief Engagement Officer Amanda Smith. The engagement function has been an engine of innovation at our firm and we feel this move will help the diversity team thrive and work more closely with our other talent development functions. As part of the restructuring, we are also tripling the number of personnel on the team who are exclusively focused on D&I. Others contributing to the D&I team include a full-time Diversity Recruiting Manager and additional professional staff members from business development, communications, and human resources. In 2019, we also restructured the D&I Committee to more closely link its strategic focus, thought leadership, and forward-looking diversity initiatives with the D&I efforts of our practices. The makeup of the 17-member committee further actualizes our holistic D&I approach by bringing together firm leadership and influential partners with senior diversity, talent, engagement, and recruiting personnel. Beyond the membership of Firm Chair Jami McKeon and D&I partner liaisons from the firm's largest practices, the committee includes Chief Engagement Officer Amanda Smith as well as our D&I Director, Firmwide Hiring Partner, Senior Director of Associate Talent, Diversity Recruiting Manager, and Deputy General Counsel.

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: 12

Total hours spent on diversity: [No response]

Comments: D&I is incorporated into the fabric of the firm and touches every aspect of life at Morgan Lewis. As such, we do not track the number of hours spent on D&I efforts.

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.

We recognize that the personal commitment of firm leadership is essential to an organization's D&I success. At Morgan Lewis, we have made increasing the number of minority and female lawyers at all levels of the firm-including in our partnership and leadership ranks-a key priority. That commitment starts at the very top. As one of the very few women leading a major law firm, Firm Chair Jami McKeon not only understands but also embodies the importance of increasing the economic success of lawyers of color and women to creating lasting and visible D&I. Across the firm, our practice, industry, office leaders, and D&I Committee work closely with firm management to prioritize this goal.

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?

Both formal and informal.

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

On a formal basis, annually. However, informally, progress is assessed regularly based on D&I events and feedback we receive from clients, our lawyers, and the community. The firm measures the effectiveness of our diversity efforts by maintaining and regularly tracking recruitment, retention, attrition, and advancement statistics of our diverse lawyers. In addition, practice leaders and other senior lawyers meet regularly to discuss the retention, advancement, and career development of diverse associates within their respective practices.

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

Morgan Lewis is committed to recruiting, retaining, and advancing diverse lawyers. We hold our practice group leaders accountable in our diversity efforts through direct involvement of senior firm leaders, including Firm Chair Jami McKeon. Our Advisory Board-a group of senior lawyers that advises our Management Committee-continues to explore methods by which management can create greater accountability and assess how the firm can enhance the effectiveness of our diversity recruitment, retention, and advancement efforts. To that end, the firm recently established Diversity Liaison roles within each practice, which heightens the accountability of the individual practices for advancing the careers of our diverse lawyers. The Diversity Liaisons also serve on a rotating basis on our Diversity & Inclusion Committee, with the liaisons from the firm's largest practices holding full-time membership.



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	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X	X		Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X	X		Other (please specify): We are proud to have a number of affinity groups (or lawyer networks), including three minority groups for lawyers who support and/or identify with the African American/Black Lawyer Network, Asian American/Asian Lawyer Network, and Hispanic/Latino Lawyer Network. Led by influential partners and other lawyers at the firm, these groups bring community, understanding, and enhanced opportunities to everyone at the firm. The many programs, events, and heritage-month celebrations that the groups organize and contribute to-both internally and in the broader legal profession and the communities we serve-are instrumental in promoting a diverse and inclusive culture. In addition to our formal Associate Mentoring Program, we also have a Diverse Associate Sponsorship Program for high-performing, ethnically diverse associates with five to seven years of experience. Under the program, selected associates are partnered with an influential member of firm leadership who can provide access to assignments and business development opportunities and give associates greater exposure throughout the firm. The goal is to ensure that high-performing, ethnically diverse associates have the opportunity to gain the skills that will help them navigate the pipeline to partnership and firm leadership positions and have long-term success at the firm.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X	X		Implement policies to address gender pay equity
X	X		Other (please specify): Morgan Lewis's women's leadership initiative-ML Women-embodies our commitment to ensuring that women are involved in client relationships and keeping gender parity at the forefront. Led by a female partner who reports directly to Firm Chair Jami McKeon, ML Women harnesses the strength of our women through leadership with our clients and focuses on creating opportunities for women lawyers to strengthen relationships, collaborate, and come together with clients around a shared industry or practice. Morgan Lewis significantly invests in the development of its women lawyers and regularly encourages and provides opportunities for building internal and external relationships. For example, ML Women hosts bimonthly business development sessions across offices, designed to help women develop a systematic and sustainable foundation for effective business, client, and practice development. The program also includes sessions led by Morgan Lewis rainmakers offering successful client development and business generation strategies, and has been supplemented by bimonthly sessions hosted in our local offices by women partners focused on the prior months' themes. ML Women also offers seminars and luncheons focused on professional development such as navigating the path to partnership, strategies for building a book of business, career guidance, the importance of mentorship, developing a personal brand, effective self-promotion, and honing skills at networking events.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
X	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
X			Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)
X	X		Other (please specify): Morgan Lewis's LGBTQ+ Lawyer Network is committed to creating and fostering a sense of community among LGBTQ+ lawyers at our firm. We regularly host and encourage forums, gatherings, and networking opportunities for LGBTQ+ lawyers to expand our outreach in the LGBTQ+ community. For example, to mark the 50th anniversary of the Stonewall Uprising, our New York office hosted a reception with remarks from the director of pro bono services for Legal Services NYC. We also hosted several events in recognition of Pride Month throughout various US offices. Externally, in collaboration with our pro bono practice, we also routinely take on cases involving LGBTQ+ immigration and civil rights issues.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of attorneys with disabilities at the associate level
X	X		Increase the number of attorneys with disabilities at the partnership level
X	X		Increase the number of attorneys with disabilities in leadership positions
X	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			Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)
X	X		Other (please specify): Morgan Lewis is committed to supporting our employees with disabilities. To help ensure a formal commitment, our firm maintains an Accommodation Policy for Individuals with Disabilities. Per the policy, the firm makes reasonable accommodations for a variety of disability-related scenarios, including the use of a telecommunications relay service for those with hearing or speech disabilities, disability-related and pregnancy-related equipment, work-related assistive devices, adjustments to facilities or work areas, job modifications, modified work schedules, unpaid leave, or reassignment. We also provide disability-related accommodations during the candidate process for applicants who have difficulty completing the online application requirements.



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.

We are constantly working to improve our pipeline of diverse talent. We invest in high school students and students entering law school through a combination of financial aid, mentorship, and critical preparation for success. Our outreach includes:

- **Training and Recruitment Initiative for Admission to Leading Law Schools (TRIALS)** | We hosted 20 students and 4 teaching assistants from TRIALS, a program whose mission it is to increase the admissions rates of college students of modest means to leading law schools.
- **Duke PLUS** | We participated in Duke's PLUS program, a 4-week residential program hosted on campus, which aims to introduce diverse rising college sophomores and juniors to the study of law and the legal profession.
- **Thurgood Marshall Summer Law Internship** | We proudly support this New York City Bar Association internship program, which places high-achieving inner-city high school students with legal employers for the summer.
- **Legal Outreach Program** | We host Legal Outreach students every summer for 4 full days of programming. Legal Outreach prepares urban youth from underserved communities in New York City to compete at high academic levels.
- **Cristo Rey Internship Program** | We support the Cristo Rey work-study experience by sponsoring an intern for the academic school year annually. Cristo Rey is a Catholic high school exclusively serving families of limited economic resources.
- **Boston Lawyers Group Program (BLG)** | Our Boston office hosts one BLG intern every summer. The program places undergraduate college students of color at several of its member law firms for a 10-week paid summer internship.
- **Communities in Schools (CIS) Internship Program** | Our Houston office hosts one intern each year through the CIS Summer Legal Internship Program, which in partnership with the Houston Bar Association provides an 8-week learning experience for CIS high school juniors and seniors.



Recruitment - New Associates

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

Ivy League law schools: Columbia, Cornell, Harvard, University of Pennsylvania, and Yale

Other private law schools: Boston College, Boston University, University of Chicago, Drexel, Duke, Fordham, George Washington, Georgetown, Northwestern, NYU, Santa Clara University, Stanford, and Villanova

Public state law schools: Berkeley, Hastings, Davis, Houston, UC Irvine, Michigan, Temple, UCLA, and UVA

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

Diversity job fairs: Bay Area Diversity Career Fair, Black Law Students Association Regional Job Fairs, Boston Lawyers Group Diversity Job Fair, Cook County Minority Job Fair, Hispanic National Bar Association Convention and Career Fair, LGBT Bar Association's Lavender Law Conference and Career Fair, Philadelphia Area Diversity Job Fair, and Vault/MCCA Legal Diversity 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)

Our approach to recruiting law students includes extensive outreach, participation in and sponsorship of diversity job fairs and organizations, and law student affinity groups. During the 2019—2020 academic year, we have sponsored and hosted more than 100 law school events on campuses and in our offices, 81 of which were diversity-related. In addition to the diversity job fairs listed above, we also engage with diverse candidates throughout the year at other events: National Black Law Students Association Annual Convention; National Latina/o Law Student Association Annual Conference; Lambda Legal Organization; Asian American Legal Defense and Education Fund; Law School Student Group Sponsorships.

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

Yes. Morgan Lewis has a number programs, scholarships, and workshops in place to attract diverse first-year law students. The following includes a sampling of such efforts:

- Morgan Lewis 1L Diversity Fellowship | This provides a unique opportunity for participants of our Summer Associate Program who share a commitment to supporting D&I across the legal industry, awarding 10 or more first-year summer associates with a \$35,000 stipend after the completion of the Summer Associate Program and upon joining our firm as a full-time associate.
- Diversity Workshops | We hosted half-day career prep workshops in eight US offices for 90 diverse first-year law students from 28 schools across the country. Morgan Lewis lawyers shared best practices on how to be successful BigLaw associates and tips on preparing for interviews and the summer associate experience. The students also participated in one on-one mock interviews with our lawyers. We received positive feedback from participants, with one student commenting, "I found the program to give me a stronger sense of confidence as a diverse person than what I had when I walked in."
- Leadership Council on Legal Diversity (LCLD) Programs | We participate in LCLD's marquee programs, including the 1L Scholars Program that provides opportunities for diverse first-year law students. These programs enable us to connect high-potential diverse lawyers with general counsel and managing partners from more than 300 member organizations.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	19	26
African-American/Black	1	7
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	5	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	6
Openly LGBTQ	1	6
Individuals with Disabilities	n/a	n/a
Total	30	54

Three 2L summer associates—one male and two females—did not identify their race/ethnicity. Also, we do not track disability status of summer associates.

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	15	25
African-American/Black	1	5
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	0
Asian	4	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	4
Openly LGBTQ	1	4
Individuals with Disabilities	n/a	n/a
Total	24	47

Three 2L summer associates who accepted an offer of full-time employment—one male and two females—did not identify their race/ethnicity. Also, we do not track disability status of summer associates.

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	19	26
African-American/Black	1	7
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	5	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	6
Openly LGBTQ	1	6
Individuals with Disabilities	n/a	n/a
Total	30	54

Three 2L summer associates who received an offer of full-time employment—one male and two females—did not identify their race/ethnicity. Also, we do not track disability status of summer associates.

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	2	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	2	0

We do not track disability status of summer associates.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	42	33
African-American/Black	2	4
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	11	7
Native Hawaiian/Pacific Islander	0	1
Multiracial	3	1
Openly LGBTQ	4	1
Individuals with Disabilities	1	0
Total	64	50

LATERAL OF COUNSEL HIRES (2019)

	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	0	1
Individuals with Disabilities	0	0
Total	5	4

Four lateral associate hires—three males and one female—did not identify their race/ethnicity.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

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

One male lateral partner hire did not identify his race/ethnicity.

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	10	15
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
Total	12	17

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	19	25
African-American/Black	1	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
Total	26	27

One new male equity partner did not identify his race/ethnicity.

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 firm advertises our lateral openings with affinity bar associations and minority and professional organizations for attorneys of color.

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:

Chicago Legal, Laurie Flynn, PeterSan, Sacks Consulting, Sandra Green Legal, and Springboard



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

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

One male associate did not identify his race/ethnicity.

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	12	5
African-American/Black	1	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	14	9

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-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	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	3	5

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	13	21
African-American/Black	1	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	16	25

OF COUNSEL

	Men	Women
White/Caucasian	12	6
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	1	0
Total	15	6

NON-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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	5	0

EQUITY PARTNERS

	Men	Women
White/Caucasian	15	8
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	17	11

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:

Morgan Lewis supports flexible work arrangements to help lawyers manage the demands of their personal and professional lives. Recognizing that the way people want to work is changing, Morgan Lewis in March 2017 established a market-leading, first-of-its-kind Remote Working Program for associates in our US and UK offices. This program leverages the use of technology to enable associates to spend one or two days each week working remotely. With the Remote Working Program, we are able to provide associates the opportunity to work where they are most comfortable and still ensure high-quality results for our clients. Acknowledging the challenges of "ramping down" for an extended leave and "ramping up" upon return, we provide billable hours credit to traditional-track associates prior to leave (including Primary Caregiver Leave) and following their return. The Ramp Down period-recently added to provide support beyond our existing Ramp Up program-is the three weeks prior to leave, during which the firm grants eligible associates 10 hours per week in billable hours credit (30 hours total). The Ramp Up period varies depending on the length of the leave-up to a maximum of 22 weeks, during which the firm grants 10 hours per week billable hours credit. Additionally, the program offers returning associates individualized counseling from a partner mentor, matched by the Parent Lawyer Network, to serve as a resource and assist with client or practice reentry issues. Firm Chair Jami McKeon, who has four children and experience with balancing a legal practice and family, was among the first at the firm to volunteer as a Return to Work mentor.

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?

For more than three decades, Morgan Lewis has supported a variety of flexible work arrangements. Many of our most successful women partners have availed themselves of these programs, and a number were promoted to partner while working on flexible schedules. Although all of our programs are gender neutral, they were inaugurated by women with a focus on women, and are used most heavily by our women lawyers.

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

654

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	6	47	53	918
Of counsel	28	38	66	147
Non-equity partner	11	1	12	25
Equity partner	3	17	20	654



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	0	0
Total	3	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	5	8
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	7	10

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

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

Morgan Lewis does not have an associate review committee or the equivalent.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

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

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	19	15	9
Number of such positions held by:			
Minorities	0	1	0
Women	5	5	5
LGBTQ attorneys	0	0	0
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? 17

Minorities heading offices: 0

Women heading offices: Lisa Barton, Boston (167); Stefanie Moll, Houston (63); Kate Weinstein, New York (256); Sarah Bouchard, Philadelphia (291); and Jennifer Breen, Washington, DC (343)

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Grace Speights, Labor & Employment (278)

Women heading practices: Tess Blair, eData (27); Kathryn Sutton, Energy (28); Kathleen Sanzo, FDA (14); Grace Speights, Labor & Employment (278); and Christina Fournaris, Private Client (15)

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: 0

Women heading committees: Jami McKeon, Compensation Committee (7), Diversity Committee (12), and Management Committee (4); Joanne Soslow, ML Women Steering Committee (8); and Christina Melendi, Professional Recruiting Committee (17)

LGBTQ attorneys heading committees: 0

Individuals with Disabilities heading committees: 0



The Firm Says

At Morgan Lewis, we take an innovative, accelerated approach to diversity, inclusion, and equality. Our commitment to D&I is on display in how we recruit diverse talent and the initiatives we have developed to retain and advance this diverse talent pool.

Firm Chair Jami McKeon's 2018 election to another five-year term means we are again the world's largest law firm led by a woman, and will be woman-led for a decade. As one of the very few women leading a major law firm, Jami-with four children and firsthand experience balancing C-suite and family life-understands that culture cascades from the top and that attracting, championing, and promoting our diverse lawyers is vital to lasting and visible equality. This earnest focus on advancing diverse lawyers, including women, minorities, LGBTQ+ individuals, veterans, and individuals with disabilities has led to recognizable changes in the makeup of our partner and leadership ranks. Sixty-seven percent of the 2019 partnership class is diverse; nearly half of the firm's Advisory Board is diverse, and one-third of the firm's practice leaders are diverse. Moreover, in the last five years, the percentages of diverse lawyers serving in the relationship attorneys and attorney-in-charge roles for the firm's top 100 clients has increased 70 percent and 49 percent, respectively.

Over the past several years, Morgan Lewis has tracked and measured the progress it has made in the recruitment of diverse lawyers. For example, our incoming 2020 summer associate class is composed of 63% persons of color and/or individuals who self-identify as LGBTQ+-up from 51% in 2019 and 45% in 2018. It is our most diverse summer class in the firm's 147-year history.

We are proud to continue to create novel and enhanced approaches that drive us to ever-greater plateaus of D&I progress. A sampling of our innovative actions to advance diverse lawyers include the following:

- In celebration of Black History Month in 2019 and 2020, the firm shined the spotlight on prominent African American GCs in one-on-one interviews that were livestreamed firmwide. In 2019, we hosted a Q&A between Tony West, the GC of Uber, and firm chair, Jami McKeon; in 2020, white collar litigation partner Kenneth Polite sat down for a Q&A with Damien Atkins, the vice president and GC of the Hershey Company. The conversations drew a standing-room only crowd.
- Establishing Diversity Liaison roles within each of the firm's 15 core practice areas to heighten the accountability of the individual practices for bringing in diverse legal talent and advancing the careers of our diverse lawyers.
- Hiring our first full-time Diversity Recruiting Manager to oversee diversity recruiting efforts for all US offices as well as a Director of Associate Coaching to work with firm leadership to identify developmental and career challenges facing associates-including women and other diverse associates-that can be addressed and improved with coaching interventions.
- Disbursing funds to eligible diverse students through the Morgan Lewis Foundation (over \$1 million disbursed since 2014), which provides multiple scholarships of up to \$40,000 over a two-year period to diverse second- and third-year law students with excellent academic credentials and serious financial need. We also increased our 1L Diversity Fellowship-a monetary stipend for first-year diverse law students with excellent academics and serious financial need-from \$25,000 to \$35,000.
- Creating ML Well in 2019, a unique, holistic approach to promoting thriving through intellectual, physical, emotional, and occupational well-being, which offers a portal of well-being-related resources. We also established the new roles of Chief Engagement Officer and Director of Employee Well-Being-both novel positions within law firms. These initiatives could be particularly effective in retaining our diverse lawyers by combatting the unique stressors of leadership.
- Beyond our Ramp Up Program, we recently initiated a Ramp Down Program to ease the transition leading up to Primary Caregiver and other leave by providing billable hours credit to eligible associates in the weeks prior to leave. Our Returning to Work Network was also renamed the Parent Lawyer Network to reflect an increased focus on helping our parent lawyers advance while meeting their parental needs. This support system includes our Return to Work Mentors-partners who serve as a resource and assist returning lawyers with client or practice reentry issues.

While so much profound change is derived from our firm's culture, we have also committed to concrete, accountable actions. We were one of the first law firms to adopt the Mansfield Rule, which measures whether law firms have affirmatively considered women and lawyers of color-at least 30% of the candidate pool-for leadership and governance roles, equity partner promotions, and lateral positions. Diversity Lab awarded us with its Mansfield Certification in 2018, and in 2019, we achieved Mansfield Certification Plus, which includes LGBTQ+ lawyers, along with women and lawyers of color, as part of candidate pools and measures consideration for roles in client pitch meetings. We are also honored to have been recognized in the Human Rights Campaign Foundation's Corporate Equality Index as one of the Best Places to Work for LGBTQ Equality since 2009-most recently earning a 100% score for 2020-and to have met the Women in Law Empowerment Forum's Gold Standard every year since 2015.