

AT MORRISON & FOERSTER, OUR DIVERSITY MAKES A DIFFERENCE.

Clients entrust us with critical, multidimensional matters. We provide them with innovative solutions by fostering a community that values diverse viewpoints, backgrounds, and experiences. Working together, we explore different perspectives that allow us to achieve the best results possible.

Visit us at mofo.com/diversity.

MORRISON
FOERSTER

BEIJING BERLIN BOSTON BRUSSELS DENVER HONG KONG LONDON LOS ANGELES NEW YORK
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Morrison & Foerster LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Beijing, Berlin, Boston, Brussels, Denver, Hong Kong, Los Angeles, New York, Northern Virginia, Palo Alto, San Diego, San Francisco, Shanghai, Singapore, Tokyo, Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Darren Nashelsky, Chair; Paul Friedman, Managing Partner; Craig Martin, Managing Partner; Eric Piesner, Managing Partner; Tessa Schwartz, Managing Partner

Diversity team leader(s): Anthony Carbone, Diversity Strategy Committee Co-Chair; Purvi Patel, Diversity Strategy Committee Co-Chair; Mark Whitaker, Diversity Strategy Committee Co-Chair; Carrie Cohen, Women's Strategy Committee Co-Chair; Stacey Sprenkel, Women's Strategy Committee Co-Chair; Natalie Kernisant, Director of Diversity + Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1088	1127
U.S. offices only	767	808

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	153	128
African-American/Black	7	17
Hispanic/Latinx	13	19
Alaska Native/American Indian	1	0
Asian	40	55
Native Hawaiian/Pacific Islander	0	0
Multiracial	8	5
Openly LGBTQ	23	8
Individuals with Disabilities	1	4
Total	222	224

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	29	27
African-American/Black	2	7
Hispanic/Latinx	3	6
Alaska Native/American Indian	0	0
Asian	6	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	3	3
Individuals with Disabilities	1	0
Total	40	56

3 women chose not to disclose. Total U.S. Summers = 96

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	148	46
African-American/Black	3	2
Hispanic/Latinx	7	5
Alaska Native/American Indian	0	0
Asian	10	15
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	9	3
Individuals with Disabilities	0	0
Total	168	69

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

OF COUNSEL (2019)

	Men	Women
White/Caucasian	75	24
African-American/Black	1	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	8	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	12	2
Openly LGBTQ	1	2
Individuals with Disabilities	1	0
Total	87	34

NEW HIRES (2019)

	Men	Women
White/Caucasian	88	47
African-American/Black	8	7
Hispanic/Latinx	8	10
Alaska Native/American Indian	0	0
Asian	19	23
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	13	3
Individuals with Disabilities	1	4
Total	127	88

Strategic Plan and Diversity Leadership

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

The firm communicates the importance of diversity through firmwide communications from the chair and managing partners, newsletters, digital and social media and the firm's intranet. The firm supports over 35 internal affinity groups that give voice to diverse women and LGBTQ+ lawyers, as well as working parents, lawyers with disabilities and veterans. The firm holds and firm leaders attend or participate in local, regional and firmwide diversity workshops, trainings and events. In 2017, the Firm created the Diversity + Inclusion Group, which has grown from two to three full-time staff members who spend 100 percent of their time on the firm's diversity and inclusion efforts. It also continues to offer in-person unconscious bias training to all attorneys and staff, and has recently created a video primer that has been integrated into the onboarding process for all lawyers and summer associates. Hosted by the co-chairs of the Diversity Strategy Committee and the Directors of Diversity + Inclusion and Women's Initiatives, the firm also holds a series of biennial town hall meetings to discuss diversity and inclusion in each of its domestic offices. In addition, the firm conducts a biennial associate satisfaction survey, which includes questions about the firm's progress on diversity. The Diversity Strategy Committee and Women's Strategy Committee are comprised of firm leaders — including the firm's chair and managing partners — who actively support and participate in the Firm's diversity and inclusion activities. Firm leaders also meet regularly with practice group heads to communicate the importance of, and measure progress on, our diversity goals.

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

Anthony Carbone, Diversity Strategy Committee Co-Chair; Purvi Patel, Diversity Strategy Committee Co-Chair; Mark Whitaker, Diversity Strategy Committee Co-Chair; Carrie Cohen, Women's Strategy Committee Co-Chair; Stacey Sprenkel, Women's Strategy Committee Co-Chair; Natalie Kernisant, Director of Diversity + Inclusion; Janet Herman, Director of Attorney Development & Women's Initiatives

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: 25

Total hours spent on diversity: 2523

Comments: This number does not reflect the three full-time staff members who devote 100% of their time to diversity and inclusion initiatives.

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?

Formal

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

Quarterly

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

The Diversity Strategy Committee (DSC) and Women's Strategy Committee (WSC) work closely with firm leadership and management, including the firm's chair, managing partners, and board of directors, to ensure that the promotion of diversity is a strategic priority. Both the DSC and WSC have researched and identified best practices for promoting diversity within the firm, including through internal promotion, lateral hiring and retention. Firm leaders regularly review and present metrics and progress on realizing the firm's diversity goals to the firm chair, managing partners and board of directors. The firm maintains two targeted recruiting committees focused on increasing both the racial/ethnic and gender diversity of the partnership through lateral hiring. In addition, firm leadership meets bi-annually with practice heads to review progress on practice plans, and to discuss the progress that has been made in promoting diversity at the practice level. Practice group heads have a stated goal of ensuring that client development opportunities are equally available to diverse and women lawyers. The DSC and WSC co-chairs check in periodically with department heads regarding diversity goals to increase accountability and provide support. Demonstrating progress on goals directly impacts individual partner evaluations. We also ask associates to anonymously report their satisfaction on various issues, including diversity. Results are tabulated and shared with associates, partners and firm management. The firm also conducts exit interviews with all departing associates. The firm's Director of Diversity + Inclusion works collaboratively with the Attorney Recruiting and Attorney Development teams to provide strategic oversight on our diversity initiatives and programs. In 2018, MoFo became one of 41 firms to achieve Mansfield Certification. The following year, the firm achieved — and has maintained — Mansfield Certification Plus status.

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
			Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	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	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		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		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

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)
			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	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
			Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
			Increase the number of attorneys with disabilities at the associate level
			Increase the number of attorneys with disabilities at the partnership level
			Increase the number of attorneys with disabilities in leadership positions
			Focus on strengthening firm's mentoring program for attorneys with disabilities
			Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
			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.

Since 2008, the firm has sponsored a group of pre-law interns through the Sponsors for Educational Opportunity Program (SEO). The interns who join MoFo as SEO interns are included in our summer associate program. To date, 45 students have participated in the program over the years, and five have completed the full pipeline and joined us as full-time associates.



Recruitment - New Associates

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

Ivy League law schools: Harvard, Columbia, Cornell, U of Penn, Yale

Other private law schools: Georgetown, U of Chicago, Duke, Hofstra, Stanford, Santa Clara, USC, Fordham, Cardozo, Northwestern, Boston U, Boston College, NYU, and U of San Diego

Public state law schools: UC Berkeley, UC Davis, UC Hastings, UC Irvine, UVA, UCLA, U of Michigan, U of Connecticut, and U of Texas

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

Diversity job fairs: Bay Area Diversity Career Fair and Lavender Law

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)

The firm maintains the IL Wetmore Fellowship and participates in the Law Preview and SEO Programs. In addition, the firm also sponsors the PracticePro Scholars Program.

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

The firm maintains the IL Wetmore Fellowship Program, and the Two Year Patent Program.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	24	20
African-American/Black	0	3
Hispanic/Latinx	2	4
Alaska Native/American Indian	0	0
Asian	5	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	2	2
Individuals with Disabilities	1	0
Total	31	39

Please note that 3 women chose not to disclose

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	24	20
African-American/Black	0	3
Hispanic/Latinx	2	4
Alaska Native/American Indian	0	0
Asian	5	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	2	2
Individuals with Disabilities	1	0
Total	31	39

Please note that 3 women chose not to disclose

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	21	18
African-American/Black	0	3
Hispanic/Latinx	2	4
Alaska Native/American Indian	0	0
Asian	3	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	2	2
Individuals with Disabilities	1	0
Total	26	35

Please note that 3 women chose not to disclose

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	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	2	1



Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	40	28
African-American/Black	6	6
Hispanic/Latinx	3	4
Alaska Native/American Indian	0	0
Asian	10	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	6	2
Individuals with Disabilities	4	4
Total	61	51

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	9	1
African-American/Black	1	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	11	3

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	17	5
African-American/Black	0	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	19	9

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	7	4

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	22	7
African-American/Black	0	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	2	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	26	13

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 is Mansfield Certified Plus

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:

Grover Bond, David Carrie, Swan Legal, Garrison & Sisson



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

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

[No response]

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

34



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	5	27	32	446
Of counsel	47	18	65	121
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	2	7	9	237



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	17	11
African-American/Black	0	1
Hispanic/Latinx	0	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	18	15

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	8	5
African-American/Black	0	1
Hispanic/Latinx	1	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	10	6

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	5	1
African-American/Black	3	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	4	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
Total	12	5

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	9	39	13
Number of such positions held by:			
Minorities	0	5	4
Women	0	7	5
LGBTQ attorneys	1	0	2
Individuals with Disabilities	0	0	0

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

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 9

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: Philip Besirof - SF

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Eric McCrath, Obrea Poindexter, Jackie Liu, Tiffany Cheung

Women heading practices: Obrea Poindexter, Jackie Liu, Tiffany Cheung, Stephanie Thomas, Jennifer Marines, Ann Becchina

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Tiffany Cheung, Hector Gallegos, Joshua Hill, Mark Whitaker

Women heading committees: Tiffany Cheung, Tessa Schwartz, Jamie Levitt, Deanne Maynard, Carrie Cohen

LGBTQ attorneys heading committees: Philip Besirof, Bernie Pistillo

Individuals with Disabilities heading committees: [No response]



The Firm Says

Diversity has long been a core value of Morrison & Foerster. More than 20 years ago, we formally implemented our diversity mission statement, which continues to define the firm's cultural values today. We understand that fostering an environment of inclusion enables us to offer a wide range of perspectives to provide exemplary services to our clients. In short, we aim to make our firm a model of diversity that others will follow.

Our Legal Professionals

- 19 percent of partners, 38 percent of associates, and 22 percent of counsel in our U.S. offices are lawyers of color.
- 32 percent of partners, 50 percent of associates, and 25 percent of counsel in our U.S. offices are women.
- 40 percent of our 2019 summer class are students of color, 54 percent are women, and 6 identify as LGBTQ+.
- 43 of our U.S. lawyers have self-reported as LGBTQ+.

Firm Leadership

- Our Executive Committee is comprised of 25 percent lawyers of color and 25 percent women.
- One of our four managing partners is a woman.
- The chair of our Partner Review Committee is Latino and 60 percent of the committee are diverse lawyers.
- LGBTQ+ partners, women partners and/or partners of color chair or co-chair over 20 of the firm's practice groups.
- 40% of 2019 U.S. partner promotions were diverse lawyers.

Key Committees in Support of Diversity Efforts

- The Diversity Strategy Committee (DSC). The DSC includes the firm's chair, managing partners, practice group heads, the directors of Diversity + Inclusion and Associate Development & Women's Initiatives, and the Chief Human Resources and Administrative Officer. The committee reports to the firm's board of directors.
- The Women's Strategy Committee (WSC) works closely with firm leadership, including the firm's chair, managing partners, and board of directors to ensure that the advancement of women is a constant strategic priority.
- The Diverse Partner Recruiting Committee and the Women Partner Recruiting Committee each focus on increasing the number of underrepresented minority and women partners in the firm. These committees help identify candidates who meet the firm's lateral partnership criteria and the needs of our practices. The committees also support and encourage the recruitment of target candidates. These committees include the firm's chair, managing partners, practice group heads, directors of Attorney Recruiting and Attorney Development and the Attorney Diversity + Inclusion Manager.

Internal Diversity Initiatives, Programs, and Activities

- The Director of Diversity + Inclusion (D+I) and the Director of Attorney Development and Women's Initiatives oversee the firm's strategic diversity initiatives in the U.S. offices.
- Diversity training programs have been implemented at the local-office level since 1993.
- Firmwide workshops for lawyers of color have been held since the early 1990s and were expanded in 2014 to include LGBTQ+ lawyers.
- Unconscious bias training is available to all partners firmwide.
- Allyship training — The firm engaged a leading diversity trainer to speak with partners about the importance of allyship in creating an inclusive environment and leading with authenticity.
- Town Hall meetings are held biennially in all of the domestic offices. These meetings provide an opportunity for the DSC co-chairs and the D+I group to obtain feedback on the firm's D+I initiatives, escalate that feedback to leadership, and use it as the basis from which D+I strategy is formulated for the next two years.
- The Biennial Diversity Summit, established in 2004, provides LGBTQ+ attorneys and attorneys of color with firm leadership for two days of professional development workshops and networking. In addition, it provides a unique opportunity for MoFo partners to meaningfully engage with the firm's diverse and LGBTQ+ associates, and a welcome opportunity for associates to bond with their colleagues. The Diversity Summit is just one example of an initiative that was borne out of feedback from the town hall meetings.
- A formal mentoring program is offered to all lawyers, including mentoring for historically underrepresented minorities. Under the mentorship of senior partners, associates are provided training and support necessary to have the opportunity to be successful while at the firm and beyond.
- In 2015, the firm launched the Diversity Mentoring Program for historically underrepresented minorities as an adjunct to the program for first-year associates. The program provides high-level oversight by two senior partners and ensures that underrepresented associates of color are provided with work assignments, training, mentoring, and other support necessary to have the opportunity to be successful while at the firm and beyond.
- Reduced-hours arrangements for lawyers have been established and were updated in 2011.
- Women's events and training programs are held at the local and firmwide level, including the annual MoFo Summit for Women In-House Counsel, which began in 2012, and the annual women partners' retreat.
- Women's Regional Meetings — We hosted five women's regional meetings in Hong Kong, Tokyo, Los Angeles, New York, and San Francisco, providing networking and professional development opportunities for our women lawyers. The programs varied by location, and included client panels, a strategic negotiation workshop, a "Build Your Network" session, and self-advocacy discussions.

- On the Road — We held diversity town hall meetings with associates in our U.S. offices to discuss the firm's D+I initiatives and obtain feedback, which is often the catalyst for our most innovative programs. In addition, our Women's Strategy Committee (WSC) hosted "What's up with the WSC" meetings in every U.S. office and a six-way video discussion amongst our Asia offices to discuss goals, initiatives, and advancements.
- Launched in 2008, MoFo has over 35 affinity groups across the firm for attorneys of color and other minority attorneys, including women and LGBTQ+ attorneys.
- The firm has participated in a landmark fellow's program with the Leadership Council on Legal Diversity (LCLD) each year since its inception in 2011, with one of our lawyers participating as a fellow each year, and multiple summer associates participating in LCLD's IL Scholars Program.
- Spectrum Speaker Series & Heritage Month Celebrations — We held events throughout the year to honor diversity heritage months and to provide education and enrichment regarding diversity and the law. In 2019, the Spectrum series included discussions on cannabis law and its effects on diversity, "fake news" impacting the public's relationship with the press, and the progress of LGBTQ+ rights in India.
- The firm actively participates in outreach to racially diverse and LGBTQ law students, as well as law students with disabilities.
- The firm awards up to 15 fellowships to highly motivated first-year law students who are members of historically underrepresented groups and/or identify as LGBTQ+ through the Keith Wetmore IL Fellowship Program.
- Each year since 2008, the firm has sponsored a group of pre-law interns through Sponsors for Educational Opportunity.

Community Initiatives, Programs, and Activities

- Change From the Top — MoFo hosted its second biennial Change from the Top program, which created an opportunity for leaders across industries to discuss the challenges they face in increasing diversity and inclusion at their organizations. Keynote speaker Safiya Umoja Noble, presented on "Algorithmic Bias" - the problem of bias influencing algorithm-based artificial intelligence systems - and what organizations can do to reduce that bias.
- Out Leadership — We hosted over 30 legal professionals and corporate senior leaders for Out Leadership's Board Fit Workshop. MoFo is a proud member of Out Leadership, a global LGBTQ+ business network helping leaders and organizations realize economic growth from inclusive business.
- The firm and its charitable foundation are committed to a number of efforts internally and in the community which improve and advance diversity in our workplace and in the legal profession, including:
 - o Contributing \$100,000 or more annually to scholarship programs targeted at disadvantaged youth, as well as scholarship and fellowship programs for diverse scholars,
 - o Pro bono work, which supports and enhances the firm's diversity efforts by offering opportunities for lawyers to work on issues related to diversity; and,
 - o Supporting organizations that promote diversity in the legal profession

Awards, Recognitions, and Achievements

The firm is consistently recognized for its diversity and inclusion efforts including:

- American Lawyer Diversity Scorecard
- Chambers USA Women in Law Awards
- The Human Rights Campaign Corporate Equality Index
- Mansfield Certification Plus
- Vault Top 100 Law Firms
- Working Mother and Flex Time Lawyers Best Law Firms for Women
- Women in Law Empowerment Forum Gold Standard Certification
- Yale Law Women