

# Talk is not enough. It's time for action.

Talking about diversity is a good start.  
But now it's time for action. Working  
together, we can make the difference.

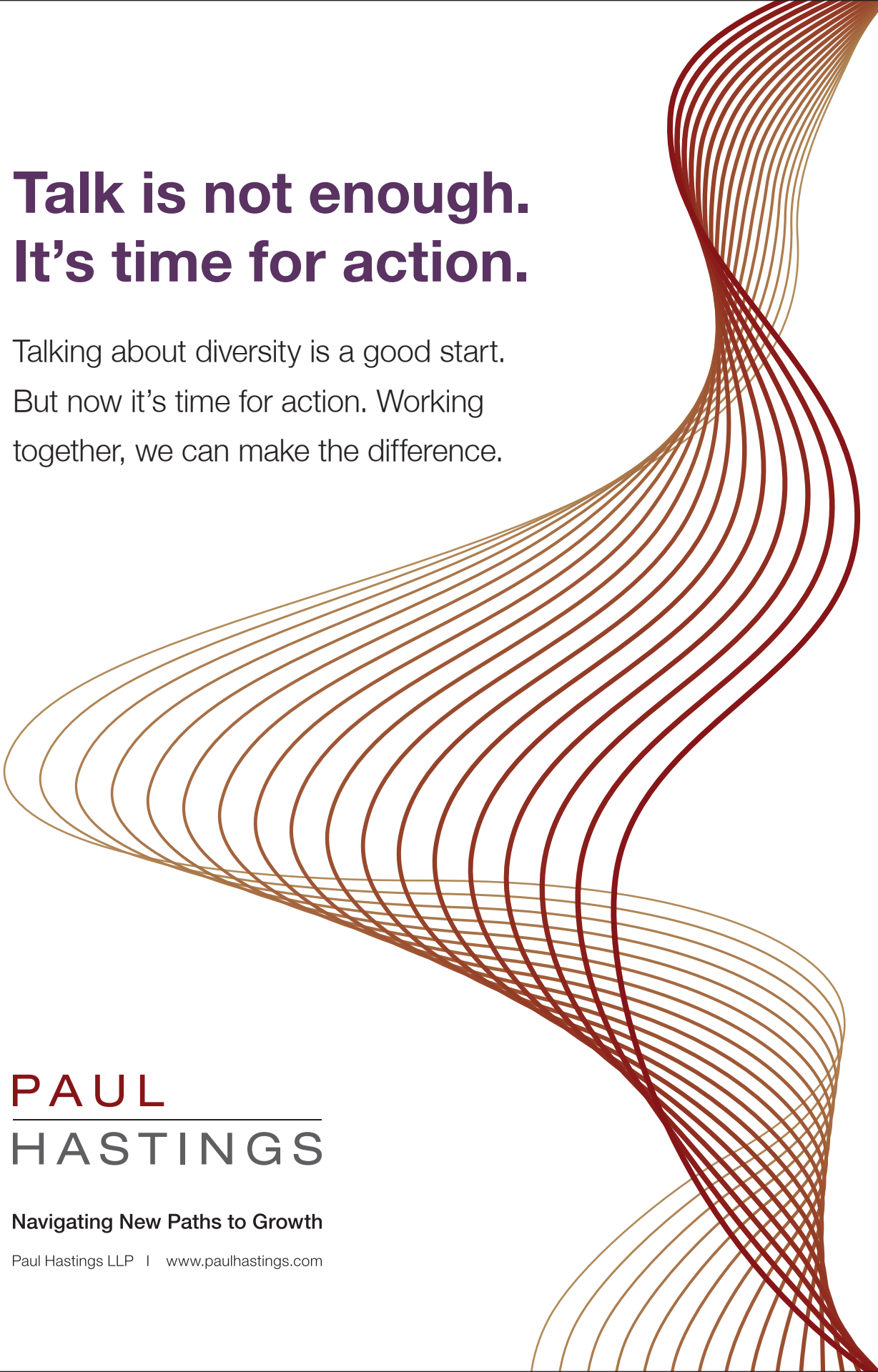
**PAUL**  

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**HASTINGS**

**Navigating New Paths to Growth**

Paul Hastings LLP | [www.paulhastings.com](http://www.paulhastings.com)



# Paul Hastings

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Atlanta, Beijing, Brussels, Century City, Chicago, Frankfurt, Hong Kong, Houston, London, Los Angeles, New York, Orange County, Palo Alto, Paris, San Diego, San Francisco, São Paulo, Seoul, Shanghai, Tokyo, Washington D.C.

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Seth Zachary, Chairman; Greg Nitzkowski, Managing Partner; Ronan O'Sullivan, Managing Partner

**Diversity team leader(s):** Greg Nitzkowski — Managing Partner; Chair of Global Diversity and Inclusion Council; William K Whitner — Partner; Co-Chair of Global Diversity and Inclusion Council; Tara Giunta — Partner; Co-Chair of Global Diversity and Inclusion Council; Karlie Ilaria — Sr. Manager, Diversity & Inclusion

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1038	1025
U.S. offices only	804	799

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	193	116
African-American/Black	7	14
Hispanic/Latinx	14	13
Alaska Native/American Indian	0	0
Asian	38	51
Native Hawaiian/Pacific Islander	0	0
Multiracial	10	6
Openly LGBTQ	12	5
Individuals with Disabilities	12	13
<b>Total</b>	<b>262</b>	<b>200</b>

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	38	21
African-American/Black	2	4
Hispanic/Latinx	4	7
Alaska Native/American Indian	0	0
Asian	7	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	1	0
Individuals with Disabilities	1	1
<b>Total</b>	<b>52</b>	<b>44</b>

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	142	32
African-American/Black	8	1
Hispanic/Latinx	9	2
Alaska Native/American Indian	0	0
Asian	12	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	4	2
Individuals with Disabilities	4	1
<b>Total</b>	<b>172</b>	<b>39</b>

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	19	7
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	1	0
Individuals with Disabilities	1	1
<b>Total</b>	<b>19</b>	<b>8</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	41	20
African-American/Black	1	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	4	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	5	1
<b>Total</b>	<b>48</b>	<b>26</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	62	30
African-American/Black	3	6
Hispanic/Latinx	5	8
Alaska Native/American Indian	0	0
Asian	16	17
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	0
Openly LGBTQ	6	0
Individuals with Disabilities	4	1
<b>Total</b>	<b>91</b>	<b>61</b>

## Strategic Plan and Diversity Leadership

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

At Paul Hastings, our commitment to diversity begins at the top and is deeply embedded throughout our firm culture. Our chairman, Seth Zachary, is vocal about the importance of diversity to our Firm and the legal industry. In addition to speaking on panels alongside our clients on this topic he is the champion of our ongoing inclusive leadership series, a multi-year inclusion campaign launched in January of 2018. This campaign, which focuses heavily on bias and the impact inclusion has on corporate culture, began with our senior leadership team in order to build engagement at the highest level of the Firm. Since then, we have rolled it out to all U.S. and London based attorneys and professional staff via in-person trainings and ongoing communications.

Running alongside these trainings are a plethora of cross-office diversity speaker events, diversity portal postings, communications about diversity related topics, messaging on digital screens, and the distribution of a bias "tips sheet" reminding everyone to be aware of perceptions and to be more inclusive. We recently created a new diversity brochure, which was sent to all our attorneys and professional staff, and which will be used for recruiting and to communicate our approach to our clients.

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

Greg Nitzkowski — Managing Partner; Chair of Global Diversity and Inclusion Council; William K Whitner — Partner; Co-Chair of Global Diversity and Inclusion Council; Tara Giunta — Partner; Co-Chair of Global Diversity and Inclusion Council; Karlie Ilaria — Sr. Manager, 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: 7

Total hours spent on diversity: [No response]

Comments: We do not track hours spent on diversity efforts. Committee members are charged with working to ensure the further adoption of policies and programs that support the firm's diversity and inclusion goals through participation on subcommittees for recruitment and development, Women's Initiative, Paul Hastings Affinity Networks (PHANs) or communications. They also serve as "Diversity Champions" in their respective offices and practice groups and sometimes speak externally on diversity and leadership topics.

### 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?

Both

### 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?

Our Diversity Council meets as often and as needed to review our progress. We also review our ABA Standardized Diversity Model Survey responses quarterly to identify any areas of focus on a quarterly basis. Diversity is also included in partner performance questionnaires (PPQs). In 2019 we begun having "deep dive" discussions with our Department Chairs to create an action plan for increasing diversity and inclusion within the teams and in staffing.

The Firm is also in the process of becoming Mansfield Certified and is part of the Mansfield 3.0 contingency. The goal of the Mansfield Rule is to increase the representation of diverse lawyers in leadership by broadening the pool of talent considered for partnership opportunities, promotions, formal pitch meetings, executive committees, and outside counsel representation.

### Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X			Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X			Coordinate or work with clients on diversity issues
X			Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Increase the number of minority attorneys at the associate level
X			Increase the number of minority attorneys at the partnership level
X			Increase the number of minority attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for minority attorneys
X			Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
			Other (please specify): Annually we bring together our black attorneys and senior staff for a half-day in-person professional development program. We also offer group participation at various industry conferences. To ensure we remain progressive and address topics as they evolve, with all our Initiatives, we constantly re-assess value, gauge impact and make edits and enhancements as needed.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Institute a formal part-time policy that addresses partnership prospects
X			Increase the number of women at the associate level
X			Increase the number of women at the partnership level
X			Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity
			Other (please specify): The firm boasts one of the most generous parental leave in the market for both mothers and fathers, attorneys and staff. To ensure we remain progressive and address topics as they evolve, with all our Initiatives, we constantly re-assess value, gauge impact and make edits and enhancements as needed. In addition to offering wellness rooms, which are equipped with refrigerators, phones and lounge seating, the firm offers curtains for breast-feeding mothers who have glass walled offices. Additionally, Paul Hastings has partnered with Milk Stork to support our working moms travelling on firm business so that they are able to ship or tote milk back home.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
X			Increase the number of LGBTQ attorneys at the associate level
X			Increase the number of LGBTQ attorneys at the partnership level
X			Increase the number of LGBTQ attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X			Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
X			Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)
			Other (please specify): The firm has received 100% score on the HRC Corporate Equality Index every year since 2008. The firm also published Gender Transition Guidelines, which were distributed firm-wide in November 2016. They are posted to the Diversity & Inclusion and HR portals for accessibility purposes.





Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
		X	Increase the number of attorneys with disabilities at the associate level
		X	Increase the number of attorneys with disabilities at the partnership level
		X	Increase the number of attorneys with disabilities in leadership positions
	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
X			Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X			Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



### Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor minority high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

**Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.**

Since 2011, Paul Hastings has sponsored the Ron Brown Mentoring Program. This program provides undergraduate students with summer internship positions and a mentoring assignment. The firm also sponsors a Law Preview Program Scholarship for undergraduate students to prepare to begin law school. This program is offered to students at select law schools.



### Recruitment - New Associates

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

*Ivy League law schools:* Harvard, Columbia, Yale, University of Pennsylvania, Cornell (note: this list excludes resume collection schools)

*Other private law schools:* Georgetown, Fordham, University of Southern California, Duke, Stanford, Vanderbilt, University of San Diego, New York University, George Washington University, Northwestern, University of Chicago, Santa Clara University (note: this list excludes resume collections)

*Public state law schools:* University of California Los Angeles, University of California Berkeley (Boalt Hall), University of California Hastings, University of California Irvine, University of Texas, University of Michigan, University of Houston, University of Virginia (note: this list excludes resume collection schools)

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

*Diversity job fairs:* Southeastern Minority Job Fair, National LGBT Bar Association Lavender Law Fair, Bay Area Diversity Job Fair (note: this list excludes resume collection schools)

#### 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?

Paul Hastings attorneys participate in numerous firm-related and school-sponsored recruiting and diversity recruiting programs throughout the year designed for first-year students. Examples include career fairs, practice area panels, career counseling, mock interviews, and receptions hosted by our diversity affinity groups. The firm also sponsors events and programs hosted by diversity student organizations and career services offices at various law schools. Additionally, the firm offers a Diversity Scholarship Award to first-year students.



### Recruitment - New Associates

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

	Men	Women
White/Caucasian	37	19
African-American/Black	2	4
Hispanic/Latinx	4	6
Alaska Native/American Indian	0	0
Asian	6	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	1	0
Individuals with Disabilities	1	1
<b>Total</b>	<b>50</b>	<b>40</b>

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	37	19
African-American/Black	2	4
Hispanic/Latinx	4	6
Alaska Native/American Indian	0	0
Asian	6	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	1	0
Individuals with Disabilities	1	1
<b>Total</b>	<b>50</b>	<b>40</b>

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	28	16
African-American/Black	1	4
Hispanic/Latinx	4	5
Alaska Native/American Indian	0	0
Asian	6	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	1	1
<b>Total</b>	<b>40</b>	<b>34</b>

#### NEITHER ACCEPTED NOR DECLINED (2019)

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

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

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	27	4
African-American/Black	6	0
Hispanic/Latinx	8	1
Alaska Native/American Indian	0	0
Asian	14	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>55</b>	<b>6</b>

#### LATERAL OF COUNSEL HIRES (2019)

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

0

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

\* Both equity and non-equity

	Men	Women
White/Caucasian	7	0
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>1</b>

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

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

	Men	Women
White/Caucasian	4	2
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	2	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>2</b>

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

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	10	2
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>16</b>	<b>3</b>

### Recruitment - Lateral Associates and Partners

#### What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

#### Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

#### If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

#### If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Audrey Golden Associates Ltd; Coonan Attorney Search; Corrao Miller Wiesenthal; Golub Staffing; Pacific Legal Search; Pivot Search Partners; Spanier & Company; Career Images, Inc.; Irvine Technology Corporation; KJM Staffing Solutions, LLC; McCormack Schreiber Legal Search; The Agency LA — Staff; Jobot



## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	4
African-American/Black	0	0
Hispanic/Latinx	2	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
<b>Total</b>	<b>8</b>	<b>5</b>

## 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	7
African-American/Black	1	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>13</b>

## 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	8	1
African-American/Black	0	0
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>16</b>	<b>4</b>

## 4TH-YEAR ASSOCIATES

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

## 5TH-YEAR ASSOCIATES

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

## 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	5
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
<b>Total</b>	<b>1</b>	<b>5</b>

## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	5
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
<b>Total</b>	<b>2</b>	<b>6</b>

## 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	4	2
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>4</b>

## OF COUNSEL

	Men	Women
White/Caucasian	5	3
African-American/Black	2	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
<b>Total</b>	<b>8</b>	<b>3</b>

## NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	1	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
<b>Total</b>	<b>1</b>	<b>1</b>

## EQUITY PARTNERS

	Men	Women
White/Caucasian	8	3
African-American/Black	0	0
Hispanic/Latinx	1	0
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
<b>Total</b>	<b>10</b>	<b>4</b>



### Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

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

Yes

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?

All attorneys working reduced hours schedules are eligible for election to the partnership based on the same criteria applicable to full-time attorneys. There is no period of time in which participants must return to full-time status prior to election.

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

We do not have this information at this time.



## Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	2	2	462
Of counsel	4	7	11	74
Non-equity partner	4	3	11	27
Equity partner	2	0	2	211



## Management Demographic Profile

*FIRMWIDE COMMITTEES 2019***EXECUTIVE/MANAGEMENT COMMITTEE\***

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	9	5
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	1	0
<b>Total</b>	<b>11</b>	<b>5</b>

**HIRING COMMITTEE\***

\* Attorneys on Hiring Committee or equivalent

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

**PARTNER REVIEW COMMITTEE\***

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	1	2
African-American/Black	1	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
<b>Total</b>	<b>2</b>	<b>2</b>

**ASSOCIATE REVIEW COMMITTEE\***

\* Attorneys on the Associate Review Committee or equivalent

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

**ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT**

	Men	Women
White/Caucasian	2	2
African-American/Black	1	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	1
<b>Total</b>	<b>3</b>	<b>2</b>

## Management Demographic Profile

## OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	11	85	25
Number of such positions held by:			
Minorities	2	9	6
Women	1	14	10
LGBTQ attorneys	0	3	0
Individuals with Disabilities	0	4	1

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

## U.S. OFFICE HEADS

How many offices does your firm have in the United States? 11

Minorities heading offices: Carl Sanchez, San Diego (22); Amit Mehta, Chicago (54)

Women heading offices: Siobhan Burke, Los Angeles (109)

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

## PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Elena Baca, Employment Law (73); Frank Lopez, Securities & Capital Markets (24); Carl Sanchez, Mergers & Acquisitions (48); Dennis Ellis, Complex Litigation & Arbitration (40); William K Whitner, Complex Litigation & Arbitration (40); Naveen Modi, Intellectual Property (95); Stephen Berkman, Los Angeles Real Estate (21); Preston Ratliff, New York Litigation (79); William K Whitner, Atlanta Litigation (40)

Women heading practices: Elena Baca, Employment Department (73); Tara Giunta, Investigations & White Collar Defense (80); Elizabeth Noe, Corporate (338); Elizabeth Noe, Atlanta Corporate (10); Jennifer Yount, Finance & Restructuring (53); Leslie Abbott, Wage & Hours (26); Jennifer Baldocchi, Los Angeles Employment (26); Elizabeth Brann, San Diego Litigation (5); Felicia Davis, Pay Equity (26); Cameron Fox, Los Angeles Employment (26); Dana Kromm, San Francisco Corporate (15); Teri O'Brien, San Diego Corporate (13); Carson Sullivan, Washington Employment (11); Susan Williams, Century City Corporate (19)

LGBTQ attorneys heading practices: Elena Baca, Employment Law (73); Ryan Derry, San Francisco Employment Law (12); Tom Munteer, Washington Real Estate (2)

Individuals with Disabilities heading practices: Tara Giunta, Investigations & White Collar Defense (80); Bruce Wexler, Intellectual Property (95); John Cahill, Finance (43); Patrick Shea, Paris Employment (3)

## COMMITTEE LEADERS

Minorities heading committees: Marisa Sotomayor, Women's Initiative (5); William K Whitner, Global Diversity & Inclusion Council (5); Joy Gallup, Hiring Committee (11); Sherrese Smith, Hiring Committee (11); Kwame Manley, Hiring Committee (11); Daniel Prince, Hiring Committee (11)

Women heading committees: Marisa Sotomayor, Women's Initiative (5); Eve Coddon, Professional Responsibility (11); Elizabeth Noe, Opinion Supervisory Committee (5); Teri O'Brien, Associate Review Committee (12); Melanie Rupert, Associate Review Committee (12); Carson Sullivan, Partner Review Committee (4); Jill Yung, Environmental Sustainability Committee (4); Tara Giunta, Global Diversity & Inclusion Council (5); Joy Gallup, Hiring Committee (11); Sherrese Smith, Hiring Committee (11)

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: Tara Giunta, Global Diversity & Inclusion Council (5)



## The Firm Says

At Paul Hastings, we are committed to acting with integrity, valuing knowledge, and embracing diversity.

To raise awareness in the market, explore best practices, and highlight our clients and their progress in advancing diversity, we often collaborate with our clients and the industry on thought leadership. In 2017 and 2018, the Firm worked with GC Magazine to produce the GC Diversity and Inclusion Report, an examination of innovative actions of the legal community. Building on this series in 2019, we teamed up with Minority Corporate Counsel Association (MCCA) to publish additional case studies further exploring how inclusion creates stronger corporate cultures and yields better end results for our clients Boehringer Ingelheim and Intel. This series is continuing in 2020.

Our extended leadership shows support via email communications, event participation, affinity network leadership and by speaking at programs around the world. To further build on our top down approach, the Global Diversity & Inclusion Department regularly hosts cross-office video events on topics aimed at building awareness and tackling the latest issues around diversity. The team also sends regular communications, including an email to every new hire their first week and every Thursday, a diversity-related article is posted to the Firm's portal Home page.

In addition to the examples provided above, to execute on our diversity strategy, our Diversity Council spearheads our various initiatives including the previously described Inclusive Leadership campaign, our Paul Hastings Affinity Networks, Women's Initiative and our fastest growing initiative, PH Balanced.

Formed in 2006, Paul Hastings Affinity Networks (PHANs) focus on promoting inclusion, offering mentoring, helping with recruiting efforts, and providing professional and client development opportunities to their members. Our PHANs often team up with client affinity groups on diversity and inclusion programs and have been responsible for many of the Firm's most engaging events and progressive policies. Open to all people at the firm, regardless of their background, our PHANs include both attorneys and professional staff and includes a global women's PHAN, global LGBTQA PHAN, and national Asia, Black, and Latinx PHANs.

Our Women's Initiative overarches the local programming offered by our Women Paul Hastings Affinity Networks with a broader focus on elevating women leaders at the Firm, in the legal community, and with external clientele. Our Women's Initiative has hosted a variety of programming on topics such as executive presence, influencing skills and managing complicated conversations. Externally, through our Women's Initiative we seek to spark discussion around the topic of gender parity in the boardroom through our ongoing series, "Breaking the Glass Ceiling: Women in the Boardroom," which examines the legislative, regulatory, and private sector developments impacting the representation of women on corporate boards globally.

In 2017, we launched our newest initiative — PH Balanced, which seeks to redefine BigLaw culture by bringing together people from across the firm—attorneys, professional staff, and management to discuss shared challenges to achieving greater balance. In 2018, with the recent increased awareness in the legal industry on issues such as stress management and mental well-being, PH Balanced leadership swiftly narrowed their programming to directly address this increasing need. Programming now includes global and local options focused on family and parental topics, work/life balance, mindfulness, mental health, stress management and wellness type of activities and discussions. It is led by a global steering committee comprising partners, associates, and professional staff, with local chapters in almost every office. We are also currently working alongside 10 law firms and our client on their Mindful Business Charter (MBC), which brings together law firms and legal departments to address mindfulness and well-being in the legal community by promoting a set of best practices meant to reduce avoidable stress and promote a healthy work environment. Paul Hastings is also a proud signatory of the American Bar Association's Well-Being Pledge.

The PHANs and PH Balanced sponsor various programs throughout the year and meet quarterly as a group with the Global Diversity Team to share best practices. The PHANs and PH Balanced have been responsible for many of the firm's most engaging events and progressive policies. In fact in 2019, because of the work with leadership across our PHANs, the Firm launched its best-in-class parental leave policy in the U.S. and London, reflecting true parity for men and women, professional staff, and attorneys. During this leave, we offer budget relief to timekeepers with no bonus impact. These policies are open to all parents including foster and adoption.

It is our hope that by taking a multi-faceted approach to both diversity and inclusion, we will continue to advance the discussion around the business case for diverse and inclusive teams and cultures.