

# Sidley Austin LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Beijing, Boston, Brussels, Century City, Chicago, Dallas, Geneva, Hong Kong, Houston, London, Los Angeles, Munich, New York, Palo Alto, San Francisco, Shanghai, Singapore, Sydney, Tokyo, Washington D.C.

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Michael Schmidtberger, Chair, Executive Committee; Larry Barden, Chair, Management Committee

**Diversity team leader(s):** Diversity & Inclusion: Adkins, Jessica N., Houston Co-Chair; Duran, Sara Garcia, Dallas Chair; Fries, Elizabeth Shea, Boston Co-Chair; Garcia, Yolanda C., Co-Chair; Gilford, Lisa M., Los Angeles Co-Chair; Hagle, Jennifer C., Co-Chair; Harmon, Teresa Wilton, Chicago Co-Chair; Jackson, Martin B., New York Chair; Jha, Pran, Co-Chair and Chicago Co-Chair; Kang, Peter H., Palo Alto Chair; Kim, Thomas J., Washington D.C. Co-Chair; Nonaka, Scott T., San Francisco Chair; Pitt, Steven, London Chair; Rice, Jim, Houston Co-Chair; Rodriguez, Carlos A., Co-Chair; Shaikh, Ayaz R., Washington D.C. Co-Chair; Tham, Yuet Ming, Asia Pacific Chair; Tyrrell, Paul M., Boston Co-Chair; Yeh, Jack S., Los Angeles Co-Chair. Committee on Retention & Promotion of Women: Alessi, Kathryn L., Boston Co-Chair; Bartlett, Jaime A., San Francisco Chair; Berdecia, Melanie, Interim Associate Deputy NY Co-Chair; Hagle, Jennifer C., Co-Chair; Hales, Stephanie P., Washington D.C. Co-Chair; Lam, Gloria, China Chair; Lancaster, Tara M., Dallas Co-Chair; Lazerson, Wendy M., Palo Alto Chair; Levine, Heidi, Co-Chair; Liu, Eileen M., Chicago Chair; Mallen, Emily P., Washington D.C. Co-Chair; McCall, Kara L., Co-Chair; McEnroe, Diane C., New York Chair; Montgomery, Paige Holden, Dallas Co-Chair; Orjela, Fatema, London Chair; Palmer, Heather M., Houston Chair; Roberts, Katherine A., Los Angeles Chair; Schwartz, Jordan S., Associate Deputy NY Co-Chair; Swift, Corin R., Boston/Portland Co-Chair; Zambrano, Angela C., Co-Chair.

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1991	2041
U.S. offices only	1575	1627

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	364	238
African-American/Black	23	31
Hispanic/Latinx	26	30
Alaska Native/American Indian	1	0
Asian	53	71
Native Hawaiian/Pacific Islander	0	1
Multiracial	7	14
Openly LGBTQ	32	13
Individuals with Disabilities	12	9
<b>Total</b>	<b>474</b>	<b>385</b>

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	51	47
African-American/Black	6	11
Hispanic/Latinx	10	10
Alaska Native/American Indian	0	0
Asian	9	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	4
Openly LGBTQ	8	5
Individuals with Disabilities	2	2
<b>Total</b>	<b>77</b>	<b>84</b>

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	382	108
African-American/Black	5	5
Hispanic/Latinx	5	5
Alaska Native/American Indian	0	0
Asian	24	15
Native Hawaiian/Pacific Islander	0	0
Multiracial	4	1
Openly LGBTQ	13	5
Individuals with Disabilities	4	2
<b>Total</b>	<b>420</b>	<b>134</b>

#### 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	113	68
African-American/Black	4	4
Hispanic/Latinx	8	1
Alaska Native/American Indian	0	0
Asian	5	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	0
Openly LGBTQ	5	1
Individuals with Disabilities	2	2
<b>Total</b>	<b>133</b>	<b>81</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	54	48
African-American/Black	5	6
Hispanic/Latinx	5	8
Alaska Native/American Indian	1	0
Asian	5	11
Native Hawaiian/Pacific Islander	0	1
Multiracial	2	3
Openly LGBTQ	6	6
Individuals with Disabilities	2	4
<b>Total</b>	<b>72</b>	<b>77</b>

## Strategic Plan and Diversity Leadership

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

• Supporting pipeline programs to diversify the legal profession overall • Recruiting diverse summer associate classes • Integrating diversity and inclusion efforts into the firm's core talent development process to recruit, retain and promote women and diverse lawyers • Discussing diversity at firmwide events, including new associate orientation, the mid-level associate conference and the annual partner meeting • Speaking on the topic of diversity in the legal profession inside and outside of the firm • Collaborating with clients on diversity-related events, networking opportunities and mentorship programs • Spearheading efforts to increase the number of women and diverse lawyers in pitch teams and client succession plans • Participating in our Diversity Mentoring Program • Highlighting diversity initiatives prominently on our website, social media channel, careers website and intranet, as well as via a quarterly diversity-focused newsletter • Supporting outreach strategies to encourage the use of parental support programs and other work-life balance initiatives • Providing financial support and encouraging lawyers to actively engage with diverse bar associations and law school affinity groups • Participating in mentoring and business development initiatives for women and diverse partners • Raising the visibility of our women and diverse lawyers by supporting their nominations for external awards and honors • Appointing high performing women and diverse lawyers to firm leadership positions • Reporting regularly on the state of diversity at the firm • Including diversity topics in the annual partner questionnaire and interview

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

Maria Melendez, Chief Diversity Officer

### 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: 49

Total hours spent on diversity: 14513

Comments: Sidley has two relevant diversity-related committees: The Diversity and Inclusion Committee (D&I Committee) and Committee on the Retention and Promotion of Women (CRPW). The referenced 14,513 hours is the aggregate time spent on behalf of both committees in their efforts to advance the firm's D&I goals.

### 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.

Yes. The success of the firm's continued business and diversity and inclusion objectives are inextricably linked. The Chief Diversity Officer (CDO) — and the two partner-led committees (D&I Committee and CRPW) — are keenly focused on continuing to strengthen and further advance management's diversity objectives as we recruit, hire, develop and promote exceptionally talented lawyers from all backgrounds around the globe. We do so by, for example, facilitating the high-level development and integration of diversity-related recruitment, retention and advancement initiatives for lawyers at all levels. Such efforts incorporate client collaborations, mentorship and pipeline programs and community-outreach strategies that promote diversity and inclusion at the firm and in the profession more broadly.

### 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?

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

Monthly

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

The CDO and firmwide chairs of the D&I Committee and CRPW, report directly to the Management and Executive Committees and provide regular updates on diversity initiatives, diversity-related data and analytics, and the status of diversity and inclusion objectives. The CDO, and firmwide and local office chairs of the D&I Committee and CRPW host town halls in each office on a biennial schedule during which they report on the status of firmwide and local diversity efforts. Annually, the firm also responds to almost 100 surveys from clients and organizations associated with the legal profession. In addition, the firm monitors the participation of all Executive Committee members in various diversity and inclusion programs and reports the data to the Management Committee. Finally, at year-end, all partners are required to report to the Management Committee on his/her respective contributions to furthering the firm's D&I goals.

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

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Undertake communication from firm management that diversity is a top priority of the firm
X	X		Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X			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): Our Diversity Mentoring Program pairs minority and LGBTQ associates, and associates with disabilities, with senior partners in their practice areas for skill-building work assignments, direct feedback, and client-relationship development. The program includes a fifth-year career development conference that gathers a "board of advisors" from among the partners with whom the associate works frequently, their mentors, and a member of the Associate Evaluation and Compensation Committee to discuss the associate's skills, relationships and career direction. Sidley's Partner Up! program offers associates a quarterly subsidy to invite partners or senior counsel to lunch, tea or coffee for networking purposes. We also have a number of affinity groups and events for various diverse populations including Latinx, Black/African-American and Asian-American lawyers, as well as for first-generation lawyers-many of whom are diverse. Sidley frequently hosts events and educational programs that encourage women and lawyers of diverse backgrounds to network and interact with clients. We take a proactive approach to monitoring the professional development of our women and diverse lawyers, including members of the D&I Committee and CRPW attending meetings with the Associate Evaluation and Compensation Committee to discuss the performance evaluations of our women and diverse lawyers and the best ways to support their skills development and career advancement. Sidley also supports a number of initiatives to help women and diverse partners further build their practice and advance into firm leadership, including, for example, a business development mentoring program for less tenured partners, business development funds for women and diverse partners, identification of board opportunities and speaking engagements, networking events with clients and a program to track the composition of firm pitch and client service teams to ensure women and diverse lawyers are represented.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	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			Provide accommodations specific to mothers (e.g., lactation rooms)
X			Implement policies to address gender pay equity
X	X		Other (please specify): The Committee on Retention and Promotion of Women (CRPW) pursues strategies that increase the firm's success in retaining talented women associates, promote a greater number of women associates to partnership, and elevate a greater number of women partners into firm leadership. Sidley's gender diversity initiatives focus on mentoring and championing individual women lawyers; providing financial support for women lawyers to attend profile-building conferences; monitoring work allocation to ensure women lawyers have equal access to skill-building assignments and top client matters; providing business development training; promoting work-life balance initiatives that support lawyer parents; and nominating women lawyers to internal committee positions and external leadership roles, such as positions on boards of directors. Our Women in Leadership series features discussions from accomplished professional women on topics such as mentoring, negotiating and career development, offering our women lawyers with invaluable networking opportunities with firm clients. The CRPW worked with the firm's Management Committee to institute a new succession planning process that holds partners accountable for fielding inclusive client teams, and for identifying women client-relationship successors. The CRPW established an integration program to boost the success of women lateral partners once they join the firm, in which participants meet for quarterly teleconferences to discuss business development topics and priorities for their practice. Firm leaders and managers attend these meetings to offer strategic insight and guidance on how laterals can integrate into the firm and move into leadership positions. Sidley was also one of the first law firms to participate in the OnRamp Fellowship, a pilot program designed to facilitate the re-entry of experienced female lawyers into the legal profession after time out of the workplace.



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): As with all our lawyers, the firm takes several steps to ensure that all openly LGBTQ lawyers feel welcomed and are integrated into the firm. The D&I team regularly hosts local social and educational events to support lawyers who identify as LGBTQ, including discussions of key legal cases, film screenings, speakers from LGBTQ bar associations/advocacy groups and more. LGBTQ partners personally host happy hours and small gatherings for LGBTQ lawyers and their families throughout the year. Incoming first-year LGBTQ lawyers receive "LGBTQ Buddies," who serve as an informal network of mentors and role models in their practices. Quarterly teleconferences for all LGBTQ lawyers in our Hong Kong, U.S. and UK offices facilitate cross-office networking and business development. LGBTQ lawyers also participate in the firm's Diverse Mentoring Program discussed above.



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	X		Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)
X	X		Other (please specify): Sidley's Disability Diversity Alliance (DDA) is a support network for lawyers with disabilities and lawyers interested in workplace disability issues. Included among its priorities is a focus on communicating the benefits of self-disclosure, information on requesting accommodations and the firm's support of its lawyers with disabilities. The DDA also led the efforts to upgrade the accessibility of our website to the WCAG AA standard, retrofit old office space and design new office space for physical accessibility.





### 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.**

College: Since 2006, the Sidley Prelaw Scholars Program has subsidized LSAT prep courses and law school application expenses for diverse, academically-gifted undergraduates who want to attend law school, in addition to providing a stipend, mentoring and networking opportunities. During the summer before law school matriculation, Scholars from the prior year's application cycle are invited to attend an intensive two-day seminar in our Chicago office focused on first-year law school courses and law school life. In 2020, we will host and sponsor the two-day seminar portion of the program virtually.

High School: Our L.A. office works with the Dorsey High School Law Magnet Program to support a school-within-a-school curriculum for students interested in careers in law and public service. Our N.Y. office is a long-term supporter of Legal Outreach, a non-profit that encourages the interest of underserved high school students in the legal profession. In addition to academic support, the firm sponsors many events for the organization. In February 2020, partner Patrick Michel organized a trip of 40 high school students to the National African American Museum of History. In 2018, he fundraised among African-American lawyers to host a private screening of the Marvel film "Black Panther" for 50 high-school kids. Since 2001, the N.Y. office has also supported the Justice Resource Center's MENTOR program, which offers a collaboration between the legal profession and the high school students. The Chicago office supports Just the Beginning Foundation's efforts to prepare minority high school students to excel in college and to introduce them to the basics of the law and advocacy.

Elementary School: For more than 30 years, the Chicago office has supported the improvement of educational opportunities at Kanoon Magnet Elementary School



### Recruitment - New Associates

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

*Ivy League law schools:* Columbia, Cornell, Harvard, Pennsylvania, Yale

*Other private law schools:* Boston College, Boston University, Brigham Young, Chicago, Chicago-Kent, DePaul, Duke, Fordham, Georgetown, George Washington, Howard, Loyola (Chicago), Loyola (Los Angeles), Miami, New York University, Northwestern, Notre Dame, Southern Methodist, University of Southern California, Stanford, Tulane, Vanderbilt, Washington University

*Public state law schools:* Alabama, Berkeley, Houston Law Center, Illinois, Iowa, Michigan, Minnesota, Oklahoma, Texas, UC Hastings, UCLA, Virginia, Wisconsin

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

*Diversity job fairs:* Bay Area Diversity Career Fair, Cook County Bar Association Minority Job Fair, Lavender Law, Northeast BLSA Job Fair, Southeast Minority Job Fair, Vault Diversity Fair

#### Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

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

• The firm sponsors a number of events with law school affinity groups, including networking receptions, resume review sessions and interview prep panels. Through these relationships, we identify and start mentoring talented diverse students during the winter of their first year of law school. • Sidley initiated an early recruiting process in 2018 by identifying strong candidates and bringing them in for interviews in the spring and summer of their 1L year. • Mentees in our 1L Diversity Mentorship Program receive help with preparing for OCI with mock interview and resume review programs, insight about the local legal market, networking tips and individual mentoring by Sidley lawyers. While not a formal recruitment tool, the program has introduced a number of students to the firm who have later returned to Sidley as summer associates. • The D.C. office offers a 1L Fellowship in conjunction with the Hispanic Bar Association of the District of Columbia. The fellowship provides a paid summer associate position to a Latinx 1L student attending a law school in the Washington metropolitan area. • Our New York office is a sponsor of Practicing Attorneys for Law Students, an organization that works to improve the pipeline of diverse law students and junior lawyers in the legal profession. • Sidley participates in Corporate/Law Firm Alliance Summer Program (CLASP), a pipeline initiative led by civil rights organization LatinoJustice PRLDEF. CLASP provides standout diverse law students with a paid internship position at a participating corporation during their 1L summer and with a summer associate position at a participating law firm committed during their 2L summer. Since 2017, Sidley and MetLife have been paired as CLASP participants and have worked with 4 underrepresented law students.



### Recruitment - New Associates

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

	Men	Women
White/Caucasian	49	41
African-American/Black	6	8
Hispanic/Latinx	10	9
Alaska Native/American Indian	0	0
Asian	7	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	8	4
Individuals with Disabilities	2	2
<b>Total</b>	<b>73</b>	<b>74</b>

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	49	41
African-American/Black	6	8
Hispanic/Latinx	10	9
Alaska Native/American Indian	0	0
Asian	7	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	8	4
Individuals with Disabilities	2	2
<b>Total</b>	<b>73</b>	<b>74</b>

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	45	36
African-American/Black	5	7
Hispanic/Latinx	10	9
Alaska Native/American Indian	0	0
Asian	5	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	8	3
Individuals with Disabilities	2	2
<b>Total</b>	<b>66</b>	<b>66</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	1	0
Hispanic/Latinx	0	0
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
<b>Total</b>	<b>5</b>	<b>2</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	27	15
African-American/Black	2	4
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	8	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	5	2
Individuals with Disabilities	0	0
<b>Total</b>	<b>40</b>	<b>24</b>

#### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	9	10
African-American/Black	0	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>12</b>

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

\* Both equity and non-equity

	Men	Women
White/Caucasian	13	4
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	1
<b>Total</b>	<b>14</b>	<b>5</b>

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

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

	Men	Women
White/Caucasian	14	9
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	0	0
<b>Total</b>	<b>16</b>	<b>9</b>

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

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	27	13
African-American/Black	1	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	1	1
Individuals with Disabilities	0	1
<b>Total</b>	<b>30</b>	<b>14</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)?

[No response]

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

[No response]

#### 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:

[No response]



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	5	5
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	3	0
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>

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	17	12
African-American/Black	0	2
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	5	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	2	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>25</b>	<b>22</b>

##### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	14	6
African-American/Black	2	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	0	3
<b>Total</b>	<b>19</b>	<b>10</b>

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	5
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	5	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>16</b>	<b>9</b>

##### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	7	6
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
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>7</b>

##### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	9
African-American/Black	1	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>12</b>	<b>12</b>

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

**7TH-YEAR ASSOCIATES**

	Men	Women
White/Caucasian	10	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>5</b>

**8TH-YEAR PLUS ASSOCIATES**

	Men	Women
White/Caucasian	9	9
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	5
Native Hawaiian/Pacific Islander	0	2
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>16</b>

**OF COUNSEL**

	Men	Women
White/Caucasian	24	10
African-American/Black	1	0
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>28</b>	<b>12</b>

**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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

**EQUITY PARTNERS**

	Men	Women
White/Caucasian	21	14
African-American/Black	0	1
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	0
Individuals with Disabilities	1	0
<b>Total</b>	<b>23</b>	<b>16</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)

The firm supports Associate Diversity Councils in various offices in the United States that provide additional programming, opportunities for leadership roles, networking and social support for junior diverse lawyers. Bi-monthly "Cocktails and Conversations" allow women lawyers to meet in small groups with women partners in their office, offering the opportunity to interact and develop closer connections with one another. To help practice group leaders manage and support female talent in their groups, the women's committee developed a resource guide that focuses on differences in communication style between genders, work-life issues, self-promotion and support of the business development initiatives of women. Sidley also conducts ongoing educational programs on unconscious bias. Finally, Sidley supports a robust profile-building initiative that identifies opportunities for our diverse and women lawyers to be nominated for and win awards and receive honors and recognition of their talent, and works with our public relations team to help bolster the visibility of our diverse and women partners by, for example, identifying opportunities for speaking engagement and articles of interest.

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?

The decision to work reduced hours has no impact on a Sidley lawyer's ability to be promoted to partner or to remain a partner. Associates on a reduced hours schedule remain on the partnership track and are treated the same as full-time associates in evaluations and work assignments. Likewise, there is no negative impact for those who are already a partner and working a reduced schedule.

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	3	32	35	859
Of counsel	8	25	33	214
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	2	1	3	554



### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2019

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	22	6
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>24</b>	<b>8</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	30	27
African-American/Black	3	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	6	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	2	2
Individuals with Disabilities	3	0
<b>Total</b>	<b>41</b>	<b>32</b>

The above statistics concern our Executive Committee. Our Management Committee statistics are as follows: Four Caucasian males, one Caucasian female and one Hispanic female.

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	22	6
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>24</b>	<b>8</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	40	19
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	1
Individuals with Disabilities	1	1
<b>Total</b>	<b>43</b>	<b>23</b>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	25	51
African-American/Black	4	4
Hispanic/Latinx	4	4
Alaska Native/American Indian	0	0
Asian	9	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	7	5
Individuals with Disabilities	0	2
<b>Total</b>	<b>42</b>	<b>69</b>

The above statistics combine the members of our Diversity & Inclusion Committee and Committee on Retention and Promotion of Women.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	11	102	128
Number of such positions held by:			
Minorities	2	8	25
Women	4	26	50
LGBTQ attorneys	2	4	6
Individuals with Disabilities	0	0	2

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? 10

Minorities heading offices: Ostolaza, Yvette, Dallas; Gandhi, Samir, New York

Women heading offices: Flanagan, Sharon, San Francisco; Ostolaza, Yvette, Dallas; Harmon, Teresa Wilton, Chicago; Fries, Elizabeth Shea, Boston

LGBTQ attorneys heading offices: Dan Clivner, Los Angeles & Century City; Ransom, Rollin, Los Angeles

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Benudiz, Peter, Real Estate(2); Cheng, Tai-Heng, Global Arbitration, Trade and Advocacy(35); Choi, Paul L., M&A(0); Chung, Nancy, Litigation(92); Datta, Meenakshi, Healthcare(135); Garcia, Yolanda C., Securities and Shareholder Litigation(71); Ostolaza, Yvette, Litigation(365); Pole, Debra E., Products Liability(199); Qasim, Imad I., Industry Groups - REITs(68); Richards, Angela T., Tax, Employee Benefits and Executive Comp(652); Taylor, Byron F., Regulatory and Enforcement(142)

Women heading practices: Barzilai, Laura, Tax, Empl Benefits and Exec Comp(92); Boelter, Jessica, Restructuring(69); Brody, Sara, Lit(652) & Securities and Shareholder Lit(29); Carlson, Marinn, Global Arbitration, Trade and Advocacy(35); Chung, Nancy, Lit(652); Coplan, Jennifer, Tech and IP Transactions(29); Datta, Meenakshi, Healthcare(135); Degen, Alycia, Products Liability(11); Dewis, Karen, M&A and Private Equity(365); Dickstein, Beth, Tax, Empl Benefits and Exec Comp(92); Dunn, Ellen, Ins Disputes(0); Eaton, Maja, Industry Groups - Life Sciences(27) & Products Liability(138); Fitchen, Jennifer, M&A(258); Flanagan, Sharon, M&A and Private Equity(365); Fontana, Angela, Global Fin(171); Garcia, Yolanda, Securities and Shareholder Lit(71); Gregory, Holly, Corp Governance and Exec Comp(61); Hagle, Jennifer, Restructuring(69); Jones, Jaime, Healthcare(135); Kleiman, Laurin Blumenthal, Investment Funds(137); Lally, Amy, Consumer Class Actions and ERISA Lit(32); Levine, Heidi, Products Liability(0); O'Neill, Bridget, Tax, Empl Benefits and Exec Comp(92); Ostolaza, Yvette, Lit(652); Pesch, Ellen, Industry Groups - OTC Derivatives(138); Pole, Debra, Products Liability(199); Popp, Karen, White Collar: Government Lit and Investigations(78); Praitis, Judith, Regulatory and Enforcement(142); Richards, Angela, Tax, Empl Benefits and Exec Comp(92); Schubert, Elizabeth, Industry Groups - OTC Derivatives(26); Sheppard, Hille, Industry Groups - Prof Services(99) & Securities and Shareholder Lit(68); Todd, Amanda, Ins(0); Wood, Rebecca, Food, Drug and Medical Device Regulatory(32) & Healthcare and FDA(101); Yakren, Aviva, Real Estate(79); Zambrano, Angela, Commercial Lit and Disputes(27)

LGBTQ attorneys heading practices: Clivner, Dan, M&A and Private Equity(365); Degen, Alycia A., Products Liability(11); Popp, Karen A., White Collar: Government Litigation and Investigations(78); Ransom, Rollin A., Commercial Litigation and Disputes(138) & Litigation(652)

Individuals with Disabilities heading practices: Kopelman, Kenneth A., Industry Groups - OTC Derivatives(29)

COMMITTEE LEADERS

Minorities heading committees: Akowuah, Kwaku A., Recruit of Assocs(82); Alter-Nelson, Marissa, Summer Assoc Progs(58); Berdecia, Melanie, Reten and Promo of Women, Assoc co-chair(84); Choi, Daniel S.W., Summer Assoc Progs(58); Datta, Meenakshi, Acct and Fin(50); Duran, Sara Garcia, Diversity & Inclu(49); Gandhi, Samir A., Marketing and Prac Dev(33); Garcia, Yolanda C., Diversity & Inclu(49); Gilford, Lisa M., Diversity & Inclu(49); Huang, Anny, Prof Respon(42); Jha, Pran, Diversity & Inclu(49); Kang, Peter H., Diversity & Inclu(49); Kim, Thomas J., Diversity & Inclu(49); Lin, Yabo, Acct and Fin(50); Liu, Eileen M., Eval and Comp of Assocs(87) & Reten and Promo of Women(84); Lum, Dale W., Acct and Fin(50); Nonaka, Scott T., Diversity & Inclu(49); Qasim, Imad I., Retirement Plans(14); Rodriguez, Carlos A., Diversity & Inclu(49); Rovira, Alex R., Recruit of Assocs(82); Sekhon, Vijay S., Legal Opinions and Audit Letters(57); Shaikh, Ayaz R., Diversity & Inclu(49); Tang, David E., Summer Assoc Progs(58); Taylor, Byron F., Train and Prof Dev(12); Yang, Irene, Recruit of Assocs(82); Yeh, Jack S., Diversity & Inclu(49) & Recruit of Assocs(82)

Women heading committees: Adkins, Div & Inclu-49; Alessi, Recruit of Assoc-82; Summer Assoc Programs-58; Reten Promo of Women-84; Alter-Nelson, Summer Assoc Programs-58; Attanasio, Recruit of Assoc-82; Bartlett, Reten Promo of Women-84; Barzilai, Legal Opin Audit Letters-57; Berdecia, Reten Promo of Women-84; Carlson, Assignment Comp of Non-Lawyer-19; Summer Assoc Programs-58; Cooper, Ellyce R., Acctng Fin-50; Datta, Acctng Fin-50; Degen, Eval Comp of Assoc-87; Dickstein, Retirement Plans-14; Duran, Div & Inclu-49; Dybala, Recruit of Assoc-82; Summer Assoc Programs-58; Eaton, FW Mktng Pract Dev-33; Fitchen, Eval Comp of Assoc-87; Flint, Recruit of Assoc-82; Fries, Div & Inclu-49; Garcia, Div & Inclu-49; Gilford, Div & Inclu-49; Hagle, Div & Inclu-49; Reten Promo of Women-84; Reten Promo of Women-84;



Summer Assoc Programs-58; Harmon, Legal Opin Audit Letters-57; New Business-19; Train Prof Dev-12; Div & Inclu-49; Horth-Neubert, Pro Bono Public Interest Law-51; Huang, Prof Responsibility-42; Koehler, Eval Comp of Assoc-87; Koh, Eval Comp of Assoc-87; Lally, Eval Comp of Assoc-87; Lancaster, Reten Promo of Women-84; Lauerman, Recruit of Assoc-82; Assignment Comp of Non-Lawyer-19; Lazerson, Reten Promo of Women-84; Levine, Reten Promo of Women-84; Lewis, Acctng Fin-50; Liu, Eval Comp of Assoc-87; Reten Promo of Women-84; Mallen, Reten Promo of Women-84; McCall, Reten Promo of Women-84; McCless, Train Prof Dev-12; McEnroe, Reten Promo of Women-84; Montgomery, Reten Promo of Women-84; Murphy, Eval Comp of Assoc-87; Palmer, Recruit of Assoc-82; Reten Promo of Women-84; Perry, Summer Assoc Programs-58; Popp., Counsel-17; Reid, Eval Comp of Assoc-87; Roberts, Reten Promo of Women-84; Schwartz, Reten Promo of Women-84; Seeger, Eval Comp of Assoc-87; Shubert, Eval Comp of Assoc-87; Swift, Reten Promo of Women-84; Yang, Recruit of Assoc-82; Zambrano, FW Mktng Pract Dev-33; Reten Promo of Women-84

*LGBTQ attorneys heading committees:* Degen,Alycia A., Eval and Comp of Assocs(87); Jackson,Martin B., Diversity & Inclu(49); Kim,Thomas J., Diversity & Inclu(49); Popp,Karen A., Counsel(17); Roberts,Katherine A., Reten and Promo of Women(84); Swift,Corin R., Reten and Promo of Women(84)

*Individuals with Disabilities heading committees:* Winters,Vernon M., Office Prac Dev(49); Schwartz,Jordan S., Reten and Promo of Women(84); Hatcher,Michael D., Train and Prof Dev(12)



## The Firm Says

Sidley's comprehensive diversity and inclusion programming is thoughtfully designed to build our firm's diversity, strengthen our inclusive culture, and provide opportunities that enable diverse and women lawyers to succeed at Sidley and beyond.

### Talent Development

#### Early Outreach

Our pipeline programs begin as early as elementary school and continue through college with our award-winning Sidley Prelaw Scholars Program. A "first of its kind" among law firms, Sidley Scholars subsidizes LSAT preparatory courses and law school application expenses for diverse, academically gifted undergraduates who want to attend law school but lack the necessary funds, in addition to providing a stipend, mentoring and substantive preparation for the first year of law school.

#### 1L Diversity Mentorship Program

Sidley's 1L Diversity Mentorship Program hosts diverse, rising 2Ls in the firm's U.S. offices during the summer. This formal mentoring program serves to promote diverse law students' interest in joining private law firms after graduation and is open to students working for other employers, rather than Sidley. Mentees in the program receive help with OCI preparation, insight about the local legal market, networking tips and individual mentoring with Sidley lawyers.

#### Hispanic Bar Association of the District of Columbia 1L Fellowship

The firm's Washington, D.C. office recently launched a 1L Fellowship in conjunction with the Hispanic Bar Association of the District of Columbia. The fellowship offers a paid summer associate position to a Latinx 1L student attending a law school in the Washington metropolitan area.

#### Summer Associate Recruiting

The Committee on Retention and Promotion of Women (CRPW), Diversity and Inclusion Committee (D&I Committee), the chief diversity officer, regional diversity directors and firm recruiting teams all collaborate to ensure we are welcoming new classes of junior lawyers inclusive of women, racial/ethnic minorities, LGBTQ+ status and disabilities. We recruit from minority job fairs and Lavender Law, in addition to Ivy League and historically black colleges and universities. Critical to our success is our initiative to develop strong relationships with the on-campus affinity groups at each law school where we recruit. In 2018, we also launched a nationwide effort to recruit higher numbers of LGBTQ students by appointing an LGBTQ partner "ambassador" to OutLaws. Since 2012, the firm has awarded a designated number of Diversity & Inclusion Scholarships to second-year law students joining our summer associate class. Each scholarship amount is US\$25,000 (less any applicable withholdings and taxes).

### Talent Enrichment

#### Mentoring Programs

Sidley's Diversity Mentoring Program pairs all minority, LGBTQ and associates with disabilities, whether new or lateral hires, with senior partners in their practice areas for skill-building work assignments, direct feedback, career coaching, and client-relationship development. Included in the program is a fifth-year career development conference that gathers a "board of advisors" from among the partners with whom the associate works frequently, their mentors, and a member of the Associate Evaluation and Compensation Committee to discuss the associate's performance evaluations, skill development, relationships and overall career progress.

Incoming first-year LGBTQ lawyers receive "LGBTQ Buddies," who serve as an informal network of mentors and role models in their practices. We assign first-year associates, who are also first-generation professionals, a Sidley lawyer mentor with a similar background before they begin at the firm. Our goal is to foster confidence in first-generation associates as they enter the firm and to provide another layer of social support at the beginning of their career. In addition, the CRPW supports mentoring circles, social circles and other forms of community, depending on office size and needs. The firm also makes it a point to participate in mentoring initiatives with our clients by co-hosting diversity and inclusion-focused panels, and social events. Client contact at these events is crucial in helping women and diverse lawyers build client relationships and increase their visibility and profile internally and externally, expand their networks, build their practices as they navigate their paths to success at the firm.

#### Professional Skills Development

Sidley holds ongoing educational programming in each of its offices focused on specific professional and business skills development including, for example, sessions on best practices for building one's brand and bio, tips for success at various career stages, maximizing mentoring relationships, leveraging LinkedIn and best practices for networking. These programs supplement a broad and deep series of courses in substantive legal practices, such as our Corporate College, internal trial advocacy programs, and more.

#### Networking and Connecting

Sidley understands the importance of community building through networking and connecting with colleagues. Sidley's Partner Up! program offers associates a quarterly subsidy to invite partners or senior counsel to lunch, tea or coffee for the chance to network both in and outside of their practice group. The firm's bi-monthly "Cocktails and Conversations" provides the opportunity for women lawyers to build relationships with one another in a small group setting. In various offices, the CRPW holds regular women's lunches, with guest speakers and presentations on topics of interest to women lawyers, including building visibility inside and outside the firm, promoting one's practice and work-life balance. The firm also supports networking and programming events for our internal affinity groups, which include Latinx, Black/African-American, LGBTQ, first-generation lawyers and lawyers with disabilities.

### Talent Amplification

#### Unconscious Bias Training

In 2013, Sidley began a series of basic training programs for all lawyers that introduced the concept of unconscious bias. The firm has since hosted partner workshops on the topic of identifying and interrupting unconscious bias in feedback and performance reviews, as well as a new series for all lawyers on the topic of addressing unconscious bias in lawyers' professional relationships. We have also held one-off education sessions for members of our recruiting committee, summer program committee and other functional committees.

### Healthy Workplace Initiatives

In 2018, Sidley began educational and training programs for all firm lawyers on preventing sexual harassment. Using discussion of the law and issues raised in the #MeToo movement, these workshops discuss a common definition of what behavior is appropriate in our workplace and the responsibility of each person to respond to what they see and hear in our workplace.

The firm's new wellness initiative — Living Well — is designed to help our lawyers thrive at work, home and in their communities. The program provides lawyers with access to a number of innovative resources, activities and educational program that focus on prioritizing and supporting overall personal health, including physical, social, financial and emotional aspects.

### Practice Group Head Engagement

The CRPW and Executive Committee Task Force on Retention and Promotion of Women (2012-2018) have led targeted efforts to increase the retention of high performing women lawyers, effectively increasing the available pool of partnership candidates. One critical component has been the development of a resource guide for practice group heads, offering information on the best practices for managing and supporting female talent in their groups. The resource guide is a living document based on a series of focus groups with practice leaders on differences in communication style, work-life issues, self-promotion (or the lack thereof) and support of the business development initiatives of women.

### Review and Promotion Process

The firm takes a proactive approach to monitoring the development of our diverse and women lawyers. Following performance reviews, D& Committee and CRPW members meet with the leaders of the committee that manages associate performance reviews and implement any necessary measures to advance diverse and women lawyers' careers. Sidley has also revamped its associate performance rating system, which included reducing the number of categories available for rating lawyers and more clearly defining each category. This created a more consistent process that has resulted in more women and diverse lawyers among the highest rated associates.

### Support for Diverse and Women Partners

Sidley also supports a number of initiatives to help women and diverse partners further build their practice and advance into firm leadership. These include a business development mentoring program for less tenured partners, business development funds for women and diverse partners, identification of board opportunities and speaking engagements, networking events with clients and a program to track the composition of firm pitch and client service teams to ensure an equitable number of women and diverse lawyers.

