

# White & Case LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Abu Dhabi, Beijing, Berlin, Boston, Bratislava, Brussels, Cairo, Chicago, Doha, Dubai, Dusseldorf, Frankfurt, Geneva, Hamburg, Helsinki, Hong Kong, Houston, Istanbul, Jakarta, Johannesburg, London, Los Angeles, Madrid, Melbourne, Mexico City, Miami, Milan, Moscow, New York, Nur-Sultan, Paris, Prague, Riyadh, Sao Paulo, Seoul, Shanghai, Silicon Valley, Singapore, Stockholm, Sydney, Tashkent, Tokyo, Warsaw, Washington, DC

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Hugh Verrier, Chair

**Diversity team leader(s):** Maja Hazell, Global Head of Diversity and Inclusion (US); Arlene Arin Hahn, Partner, Chair of Global Diversity Initiative (US); Carina Radford, Partner, Chair of Global Women's Initiative (London)

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	2204	2204
U.S. offices only	881	881

### Law Firm Demographic Profile

#### Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	200	159
African-American/Black	13	17
Hispanic/Latinx	26	44
Alaska Native/American Indian	1	0
Asian	36	66
Native Hawaiian/Pacific Islander	0	0
Multiracial	18	19
Openly LGBTQ	20	14
Individuals with Disabilities	0	0
<b>Total</b>	<b>294</b>	<b>305</b>

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	22	26
African-American/Black	8	14
Hispanic/Latinx	4	11
Alaska Native/American Indian	0	0
Asian	3	16
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	10
Openly LGBTQ	5	5
Individuals with Disabilities	0	0
<b>Total</b>	<b>45</b>	<b>78</b>

Note that 1 female and 3 males are Unknowns.

#### 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>

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	144	32
African-American/Black	2	1
Hispanic/Latinx	9	5
Alaska Native/American Indian	0	0
Asian	14	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	7	1
Openly LGBTQ	2	2
Individuals with Disabilities	0	0
<b>Total</b>	<b>176</b>	<b>46</b>

As noted throughout this survey response, we do not publish figures breaking out partners into equity and non-equity categories, which is why all charts asking for equity partner reflect an "n/a" answer. Instead, our equity partner figures are included in the non-equity partner chart, including 2.5.

See immediately preceding comment noting that the data in 2.5 reflects both equity and non-equity partners.

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	34	15
African-American/Black	1	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	4	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>42</b>	<b>18</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	70	48
African-American/Black	6	6
Hispanic/Latinx	7	14
Alaska Native/American Indian	0	0
Asian	15	21
Native Hawaiian/Pacific Islander	0	0
Multiracial	11	4
Openly LGBTQ	5	7
Individuals with Disabilities	0	0
<b>Total</b>	<b>109</b>	<b>93</b>

## Strategic Plan and Diversity Leadership

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

As a global firm, we work from a position of strength fueled by the diversity of our people and our practices. We are committed to embedding diversity and inclusion into every department and function at the firm, and we are focused on empowering leadership to speak about the importance of diversity to all of our lawyers and Business Services Staff. Several recent examples are as follows: At our last Global Strategy Forum in November 2019, Hugh Verrier (Chair of the firm), Arlene Hahn (Chair of the Global Diversity Initiative) and Carina Radford (Chair of the Global Women's Initiative) all spoke about the importance of diversity, inclusion and belonging in the workplace. It was also a theme throughout our Global Partners Meeting at the end of January 2020 where there was a diversity plenary session and a women partner's breakfast. Attendees also had the opportunity to answer a short series of questions about belonging in a "belonging convergence booth."

Additionally, regular emails are circulated affirming the Firm's diversity philosophy and encouraging participation in diversity-related events. We use our employee intranet, diversity pages on our website homepage and our careers page, social media, and the power of word of mouth. In addition, the Firm's leaders often attend our diversity training sessions, and social and professional events, and reiterate the Firm's commitment to diversity. The Firm's affinity networks and women's networks also serve as key resources for professional development and regularly host speaking events, networking receptions, cultural awareness programs, and support pro bono and community development initiatives.

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

The Firm's Global Diversity and Global Women's Initiatives are governed by a Global Diversity Committee, led by partner Arlene Arin Hahn in the US, and a Global Women's Initiative Committee, led by partner Carina Radford in London. Maja Hazell is the Firm's Global Head of Diversity and Inclusion based in our NY office, with responsibility for all aspects of the Firm's Global Diversity Initiative and Global Women's Initiative.

### 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: 10

Total hours spent on diversity: [No response]

Comments: For 3.3(c), the 10 counted individuals are the US attorney members of our Global Diversity Committee and our Global Women's Initiative Committee. In total, there are 31 attorneys globally on these two committees. Unfortunately, we do not have the total number of hours collectively spent by each member of the committees in furtherance of the firm's diversity initiatives. However, we estimate that each attorney member spends 50-100 hours per year in furtherance of the firm's diversity initiatives and that the chairs of the committees spend 300-500 hours per year. We therefore estimate that for the 10 US attorney members of these committees, a total of 800 to 1500 hours were spent in furtherance of the firm's diversity initiatives in 2019 (and that 1850 to 3600 hours were spent by all attorney members of these committees in 2019).

### 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.

Committee sets annual goals that are aligned with the Firm's strategic plan.

### 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?

Monthly

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

Committee chairs report regularly to Firm management, including the Chair, to review progress and strategize for continued development.

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



## Law Firm Diversity Initiatives

### INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		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

### INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
X	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



### 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)

#### 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.**

The Firm is a sponsor of the Silicon Valley Urban Debate League, the Miami-Dade Urban Debate League, and the Washington Urban Debate League, which target public schools in high-poverty neighborhoods with debating programs that provide skills and readiness for continuing education.





## Recruitment - New Associates

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

*Ivy League law schools:* Yes; Columbia University, Cornell University, Harvard University, University of Pennsylvania, Yale University

*Other private law schools:* Yes; American University, Boston College, Boston University, University of Chicago, Duke University, Emory University, Fordham University, Georgetown University, George Washington University, Loyola Law School, University of Miami, Northwestern University, University of Notre Dame, New York University, Pepperdine University, Santa Clara University, Stanford University, Tulane University, University of Southern California, Vanderbilt University, Washington University St. Louis

*Public state law schools:* Yes; University of California Berkeley, University of California Davis, University of California Hastings, University of California Irvine, University of California Los Angeles, University of Florida, University of Michigan, University of Toronto, University of Virginia, McGill University; University of Houston; University of Texas

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

*Diversity job fairs:* Yes; Bay Area Diversity Career Fair, Mid-Atlantic Black Law Students Association Job Fair, Northeast Black Law Students Association Job Fair, National LGBT Bar Association Lavender Law Career Fair

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

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

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

White & Case offers a 1L Diversity Fellowship as part of its summer program in the US. This fellowship is offered to highly qualified students at select law schools and includes a training conference component. The Firm also offers a 1L Intellectual Property Fellowship in our Silicon Valley and New York offices for law students with Science, Technology, Engineering, and Math (STEM) backgrounds. We also work with Career Services offices and student organizations and journals at law schools across the US to arrange for first-year law student programming and events.



### Recruitment - New Associates

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

	Men	Women
White/Caucasian	27	30
African-American/Black	3	11
Hispanic/Latinx	2	9
Alaska Native/American Indian	0	0
Asian	4	16
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	6
Openly LGBTQ	2	4
Individuals with Disabilities	0	0
<b>Total</b>	<b>36</b>	<b>72</b>

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	27	30
African-American/Black	3	11
Hispanic/Latinx	2	9
Alaska Native/American Indian	0	0
Asian	4	16
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	6
Openly LGBTQ	2	4
Individuals with Disabilities	0	0
<b>Total</b>	<b>36</b>	<b>72</b>

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	23	28
African-American/Black	3	8
Hispanic/Latinx	2	6
Alaska Native/American Indian	0	0
Asian	4	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	6
Openly LGBTQ	2	4
Individuals with Disabilities	0	0
<b>Total</b>	<b>32</b>	<b>62</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	1	0
African-American/Black	0	1
Hispanic/Latinx	0	2
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>3</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	20	8
African-American/Black	1	1
Hispanic/Latinx	1	8
Alaska Native/American Indian	0	0
Asian	8	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	4	2
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>37</b>	<b>23</b>

3 Males Unknown

#### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	4	4
African-American/Black	0	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>5</b>	<b>4</b>

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

\* Both equity and non-equity

	Men	Women
White/Caucasian	13	3
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>17</b>	<b>4</b>

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

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

	Men	Women
White/Caucasian	4	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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>5</b>	<b>6</b>

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

\* Whether hired laterally or promoted from within

	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>

As noted throughout this survey response, we do not publish figures breaking out partners into equity and non-equity categories, which is why all charts asking for equity partner reflect an "N/A" answer.

### 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)

Regarding Mansfield Rule, we are certified so I wanted to disregard the last question but doesn't look like I can.

#### 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:

Corrao Miller Wiesenthal Legal Search Consultants, Inc.; Audrey Golden Associates, Ltd.; Johnson Downie; Premier Legal Advantage; Calibrate Legal



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>3</b>

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	4
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>5</b>

##### 3RD-YEAR ASSOCIATES

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

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	3
African-American/Black	0	0
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	1	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>10</b>

##### 5TH-YEAR ASSOCIATES

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

##### 6TH-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	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>5</b>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 7TH-YEAR ASSOCIATES

	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	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>2</b>

##### 8TH-YEAR PLUS ASSOCIATES

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

##### OF COUNSEL

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	2
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>3</b>

##### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	8	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
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>1</b>

As noted elsewhere, data in this chart includes total partners (equity and non-equity).

##### 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>

As noted throughout this survey response, we do not publish figures breaking out partners into equity and non-equity categories, which is why all charts asking for equity partner reflect an "N/A" answer. Instead, our equity partner figures are included in the non-equity partner chart, including the immediately preceding chart.

## Retention and Professional Development

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

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

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

Yes

Comments:

The Firm's Flexible Work Arrangement Policy and Guidelines permit lawyers in the US to propose flex work schedules on a gender and reason neutral basis. The program provides for a standard request and consideration process for all proposals but does not limit or restrict an attorney's ability to create a customized work schedule. Under this policy, the Firm has approved flex work schedules, which include reduced hours, transaction basis work, a 10-month work year and telecommuting. Attorneys have also adjusted their flex schedules as their professional and personal needs have changed. The Firm has a global project team on flexible work arrangements and parental leave support with a mandate to determine the best approach globally and/or regionally to support the success of flexible work arrangements.

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 same standards of quality and pro rata productivity apply for lawyers on part-time status as for those who are full-time. If those standards are met, there is no impact on an individual's ability to advance to partner or remain a partner.

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

As noted elsewhere, we do not publish figures breaking out partners into equity and non-equity categories.



### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	11	12	599
Of counsel	3	8	11	60
Non-equity partner	0	3	3	222
Equity partner	n/a	n/a	n/a	n/a

Note that Non-Equity partners includes both equity and non-equity partners as noted elsewhere and in 6.6 below.





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2019

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	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>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	4	4
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>5</b>	<b>4</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	2	2
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>3</b>

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

Not aware of global Associate Review Committee or equivalent

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

	Men	Women
White/Caucasian	2	3
African-American/Black	1	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	3
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>8</b>

The figures in this chart reflect US members of our Global Diversity Committee and our Global Women's Initiative.

## Management Demographic Profile

## OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	8	10	15
Number of such positions held by:			
Minorities	3	3	4
Women	3	4	3
LGBTQ attorneys	0	0	0
Individuals with Disabilities	0	0	0

For US office heads, we obviously only included US-based attorneys. For Practice group / department leaders, we only included those based in the US. For Committee leaders, we included all 15 Committee leaders globally and then below noted the number of minorities in the US and the number of women in the US.

**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?** 8

*Minorities heading offices:* Roberto Kampfner, Los Angeles (55); Raoul Cantero, Miami (70); Shamita Etienne-Cummings, Washington, DC (179)

*Women heading offices:* Eliza McDougall, New York (469); Heather Burke, Silicon Valley (27); Shamita Etienne-Cummings, Washington, DC (179)

*LGBTQ attorneys heading offices:* [No response]

*Individuals with Disabilities heading offices:* [No response]

## PRACTICE GROUP/DEPARTMENT LEADERS

*Minorities heading practices:* Nandan Nelivigi, Americas EIPAF (86); Chang-Do Gong, Americas M&A / Corporate (136), Anita Varma, Global IP

*Women heading practices:* Ank Santens, Americas Disputes (92), Anita Varma, Global IP, Kim Boylan, Global Tax, Abby Cohen Smutny, Global International Arbitration

*LGBTQ attorneys heading practices:* [No response]

*Individuals with Disabilities heading practices:* [No response]

## COMMITTEE LEADERS

*Minorities heading committees:* Arlene Arin Hahn, Global Diversity Committee (12; 3 in US); Raj Gandesha, Connect Steering Committee (4; 2 in US); Sang Ji, Tax (8; 6 in US); Bijal Vakil, US Diversity Committee (9; 9 in US)

*Women heading committees:* Arlene Arin Hahn, Global Diversity Committee (12; 3 in US); Nicole Erb, Equal Employment Opportunity (4; 2 in US); Carina Radford, Global Women's Initiative (London) (20; 7 in US)

*LGBTQ attorneys heading committees:* [No response]

*Individuals with Disabilities heading committees:* [No response]



### The Firm Says

As a truly global law firm, with people of diverse backgrounds who speak 88 different languages and work in 44 offices located in 30 countries around the world, diversity and inclusion for White & Case is not a choice — it is a professional imperative. Over the years, we have been widely recognized as a top firm for diversity with innovative best practice approaches, but that recognition is not why we value our diversity. We value our diversity because it is essential to who we are and our ability to best serve our equally diverse clients.

White & Case has two formal diversity and inclusion initiatives: the Global Diversity Initiative and the Global Women's Initiative. Their focus is to ensure that best practices are implemented in providing hiring, training and professional development opportunities for attorneys of color, LGBT+ attorneys and women attorneys, and to support innovative paths to achieving total inclusion for all individuals in all aspects of Firm culture. The Firm also supports regional diversity committees in several locations, including Asia-Pacific, Australia, Milan, London and the United States.

The priorities of the Diversity Initiative are to develop proactive recruitment strategies to attract a diverse pool of high-performing talented individuals, including underrepresented minorities and LGBT+ candidates; support the operation of our Affinity Networks and locally-led Women's Networks as internal professional support networks for employees; and support a talent management program to provide opportunities for ongoing professional development with the goal of identifying any issues uniquely experienced by lawyers of specific demographic backgrounds.

The Women's Initiative has a three-prong strategy: 1) working with regional and global leaders to develop and implement talent management programs to promote the retention and advancement of women lawyers; 2) institute and support local Women's Networks to offer professional and business development activities in our offices around the world; and 3) consult our Human Resources / People leadership team to review the effectiveness of our flexible work arrangement and leave policies and pilot new approaches to help support and retain our talent.

The Firm has nine affinity networks that are open to lawyers and business services staff: the Asian, Black, Middle Eastern and Spectrum LGBT+ Affinity Networks and the Alianza Network in the US; Black, Asian and Minority Ethnic (BAME) LINK Affinity Network and Spectrum LGBT+ Affinity Network in London; and Spectrum LGBT+ Affinity Network and Colorful Affinity Network for those of minority ethnic / migration backgrounds in Germany. We also have 26 local women's networks across the globe. The grassroots efforts of these networks are key to the recruitment, retention and professional development of our diverse lawyers.

White & Case has further institutionalized its commitment to diversity and inclusion with a full-time Global Head of Diversity and Inclusion, Director of Diversity and Inclusion, two Diversity Managers and a Diversity Coordinator, all of whom oversee and administer all global diversity initiatives.

As a result of these efforts, we have seen numerous successes, including an increase in the percentage of equity and contract partners who are women globally from 12% in 2010 to 20% in January 2019; an increase in the number of women associates being considered for partner; and the successful retention of women we have identified as top candidates for advancement. In addition, our new partner class elected as of January 2019 was 46% women, the highest ever. Additionally, total attrition has been decreasing year on year, and the gap between men and women leavers has narrowed over the past four years and is close to equal. Lateral hiring continues to be an area of focus, with increased attention on improving our hiring rates of both female lateral partners and senior associates. With respect to our recruitment efforts, we have seen an increase in the percentage of students of color and LGBT+ students in our US summer associate classes, from 40% in 2014 to 47% in 2019. We have also seen an increase in the percentage of minority lawyers in the US.

The Firm is regularly recognized as a leader in diversity among our peers by various leading benchmarking surveys, including the following: Yale Law Women's 2019 Top Ten Firms for Gender Equity & Family Friendliness (Category Honors — Firm Structure) in recognition of our positive gender statistics, and a 2nd place ranking on AmLaw's Diversity Scorecard in 2019, after our 1st place ranking for five years from 2014-2018. Last year, we also certified as a Women in Law Empowerment Forum (WILEF) Gold Standard Firm both in the US and UK. Additionally, we satisfied the Diversity Lab criteria for Mansfield Certification, after completing the Mansfield Rule 2.0 12-month certification program, and achieved Mansfield Certification Plus for having at least 30% diverse lawyers representation in a notable number of current leadership roles and committees.

We are proud of our commitment and progress in fostering diversity.

