

Winston & Strawn LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Charlotte, NC; Chicago, IL; Dallas, TX; Houston TX; Los Angeles, CA; Menlo Park, CA; New York, NY; San Francisco, CA; Washington, DC; Brussels, Belgium; London, UK; Paris France; Moscow, Russian Federation; Shanghai, China; Hong Kong, China; Dubai UAE

DIVERSITY LEADERSHIP

Head(s) of Firm: Thomas P. Fitzgerald, Chairman; Michael Elkin, Vice Chairman; Jeffrey L. Kessler, Co-Executive Chairman; Dan K. Webb, Co-Executive Chairman

Diversity team leader(s): Kobi Kennedy Brinson, Partner & Diversity & Inclusion Committee Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	935	979
U.S. offices only	848	884

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	182	133
African-American/Black	15	12
Hispanic/Latinx	16	12
Alaska Native/American Indian	0	0
Asian	20	21
Native Hawaiian/Pacific Islander	0	0
Multiracial	18	11
Openly LGBTQ	17	6
Individuals with Disabilities	2	0
Total	251	189

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	24	21
African-American/Black	7	6
Hispanic/Latinx	3	4
Alaska Native/American Indian	0	0
Asian	2	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	37	40

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	264	73
African-American/Black	5	2
Hispanic/Latinx	8	2
Alaska Native/American Indian	0	1
Asian	6	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	2
Openly LGBTQ	4	3
Individuals with Disabilities	0	0
Total	286	84

NON-EQUITY PARTNERS (2019)

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

OF COUNSEL (2019)

	Men	Women
White/Caucasian	26	13
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	26	16

NEW HIRES (2019)

	Men	Women
White/Caucasian	55	44
African-American/Black	4	4
Hispanic/Latinx	7	3
Alaska Native/American Indian	0	0
Asian	8	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	7	4
Openly LGBTQ	4	1
Individuals with Disabilities	0	0
Total	81	60

Strategic Plan and Diversity Leadership

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

Winston's leadership communicates the importance of diversity and inclusion through a variety of methods, including firm meetings, emails, weekly newsletter, annual report, website, intranet and performance reviews. Communicating the importance of diversity efforts starts at the highest ranks. Chairman Tom Fitzgerald regularly communicates with the firm about diversity and inclusion policies, initiatives and goals.

Additionally, every partner is asked to complete an individual business development plan and must select two action steps that he/she will do to enhance diversity and inclusion at the firm. The Diversity & Inclusion Committee also communicates with everyone at the firm about diversity initiatives and accomplishments through weekly diversity updates in The Dispatch, our internal newsletter; emails; internal diversity and inclusion programs; and annually in our Year in Review report. The firm's diversity and inclusion commitment and achievements also are communicated on our website and intranet.

Furthermore, the firm further communicates the importance of diversity and inclusion by employing three full-time diversity professionals.

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

Kobi Kennedy Brinson, Partner & Diversity & Inclusion Committee Chair

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: 17

Total hours spent on diversity: 1500

Comments: Excludes staff hours

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.

In 2017, the firm's Executive Committee implemented a five-year strategic business plan, which includes ten key business goals to guide the firm's strategic development and operations. Achieving greater diversity and inclusion is one of the ten goals, and the firm established concrete metrics to evaluate when that goal has been met. The metrics include aggressive benchmarks for the representation of women partners, racial/ethnic minorities lawyers, and LGBTQ lawyers among the workforce, as well as their representation in firm leadership positions and among the most highly compensated partners.

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

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

Quarterly

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

We measure the success of our initiatives quarterly by reviewing certain key metrics, including hires, departures, promotions, leadership positions, exit interviews, work hours and quality of work assignments for diverse associates, utilization of diverse lawyers on client matters, diversity representation on pitch teams, and diverse leadership. The Diversity & Inclusion Committee reports directly to the Executive Committee and firm chairman and is required to provide information and updates on progress. Additionally, every partner is asked to complete an individual business development plan and must select two action steps that he/she will do to enhance diversity and inclusion at the firm. A partner's efforts to enhance diversity and inclusion is a component of his/her compensation.

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
X			Other (please specify): Winston is a law firm member of the Leadership Council on Legal Diversity (LCLD), an organization of corporate chief legal officers and law firm managing partners dedicated to creating a truly diverse legal profession. Each year we participate in various LCLD programs, including their 1L Scholars, Pathfinders, Fellows, 1L, and Sustainable Partnership Program. Recognizing that minority attorneys still make up a small percentage of partners at Winston and across the legal industry, firm management continues to work with the Diversity & Inclusion Committee on efforts to address this issue. These efforts include initiatives to enhance the recruitment and retention of minority lawyers. Our retention initiatives include launching a Diverse Associate Sponsorship Program, hosting Diverse Lawyers Retreats, providing group coaching to minority and LGBTQ partners and counsel, monitoring quality and quantity of billable work hours, providing targeted professional development programs, and supporting Affinity Groups for Asian-American, African-American, and Latinx attorneys. Additionally, Winston & Strawn adopted the Mansfield Rule, which measures, among other things, whether law firms have affirmatively considered women and attorneys of color as at least 30% of the candidate pool for lateral senior associate/partner hires and senior leadership positions. We are thrilled that we surpassed the Mansfield Rule requirements and achieved Mansfield Plus Certification Status in 2018 and 2019. We are currently participating in Mansfield Rule 3.0, and have registered to participate in Mansfield Rule 2021.



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
X			Other (please specify): Winston's Women's Leadership Initiative (WLI) is the cornerstone of the firm's programs aimed at increasing hiring, retention and promotion of female lawyers at the firm. The WLI is an active, vibrant, management-integrated initiative with a clear mission: To help our women attorneys prepare for and succeed in leadership roles at the firm by providing training, visibility, and opportunities to contribute. Some of the WLI's retention initiatives include mentoring circles, female partner group coaching, a women partners' forum, and a sponsorship program for senior female associates and junior partners. In 2019, through the WLI, we provided training on a wide range of topics including, business development, effective communication, gravitas, mindfulness, executive presence, effective feedback, and leadership. In addition to monthly meetings in the local offices, the WLI hosts quarterly professional development programs for women lawyers firmwide. In 2020, our firmwide programming includes a program to celebrate International Women's Day, a program on tips and trips for building and implementing an actionable individual business plan, the equal rights amendment and gender equality, a leadership skills workshop, and a program commemorating passage of the 19th amendment and the suffrage movement.



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)
X			Other (please specify): The firm has an affinity group for LGBTQ attorneys and staff, the members of which actively participate in a variety of LGBTQ organizations and events, including the annual Lavender Law Conference and Career Fair. The group also provides a platform for discussing policy matters and providing pro bono services to such organizations as the Lambda Legal Defense & Education Fund, Tyler Clementi Foundation, National LGBT Bar Association, and OutServe-SLDN. Winston's personnel policies also reflect our LGBTQ commitment. Our gender-neutral parental leave benefits for attorneys and staff and eliminated the "primary" and "secondary" caregiver designations, which may not reflect the needs and experience of individuals in two-career households. The firm also offers same-sex domestic partners the same benefits, and our EEO and non-discrimination policies specifically prohibit discrimination based on sexual orientation, gender identity and gender expression. Our LGBTQ initiatives have earned us a perfect score on the Corporate Equity Index Survey for 12 consecutive years.



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.

Winston actively participates in a variety of pipeline programs. Each year, our U.S. offices provide summer and school-year internships to diverse students through college and career readiness programs and high school work study programs. Through these and other programs and referrals, Winston hosted 42 student interns during 2019 in the Records Management, Business Development, Information Technology, Human Resources, Diversity & Inclusion, Office Services, Pro Bono, and other departments.

Winston has been a longtime supporter of LINK Unlimited Scholars, a Chicago-based organization that provides mentoring, college readiness counseling, leadership development, and summer work opportunities for African-American students in need. Through LINK's college internship program, many students have spent their summers working in Winston's Chicago office. The firm also is deeply involved with Chicago Scholars, a seven-year, three-tier college readiness and leadership program that provides job shadowing, internships, and full-time employment opportunities to academically driven, first generation college students from under-resourced communities. The firm also partners with Urban Alliance, who provides high school students with a work experience that builds their pathway to self-sufficiency. These students receive paid internships, formal training and mentorship.

A number of our offices also provide school-year internships to students through the Cristo Rey Network of college preparatory high schools. Cristo Rey empowers students from underserved communities to develop their minds and become lifelong contributors to society. Winston is providing job/mentoring opportunities to 2019-2020 school-year interns who work at least five days per month to help cover the cost of their education, see the practicality of what they are learning in the classroom, and realize future vocational possibilities and develop skills for lifelong success.



Recruitment - New Associates

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

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

Other private law schools: Brooklyn Law School, Chicago-Kent, DePaul University, Duke University, Fordham University, George Washington University, Georgetown, Loyola Law School-Los Angeles, Loyola University Chicago, New York University, Northwestern University, Stanford University, Southern Methodist University, St. John's University, University of Chicago, University of Houston, University of Notre Dame, University of Southern California, Washington University — St. Louis

Public state law schools: University of California-Berkeley, University of California-Hastings, University of California-Los Angeles, University of Illinois, University of Michigan, University of Virginia, University of North Carolina, University of Texas, Vanderbilt University

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 (CH), Lavender Law Fair, Western Region BLSA Job Fair (LA), Veterans Career Fair, Loyola Patent Program, WashU CH MCGC

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)

Each year, the firm offers scholarships to diverse law students who join the summer program in one of our U.S. offices following the conclusion of their second year of law school. To date, Winston has provided over \$700,000 in scholarships to diverse law school students.

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

Winston's commitment to diversity and inclusion in the legal profession includes a variety of initiatives aimed at expanding the pipeline of diverse lawyers. Each year, our Hiring and Diversity & Inclusion Committees award scholarships for diverse first-year law students to attend the BARBRI Law Preview prep course. We sponsored ten students entering the University of Chicago Law School to participate in this six-day, intensive program before their law school classes began on campus this fall. During the Law Preview prep course, students received coaching and practical academic strategies to help them embark on their first year of law school with confidence.

In addition, Winston hires first-year law students interested in joining the firm as a summer associate through the IL Leadership Council for Legal Diversity (LCLD) Scholars Program. Participants in our program get real work experience on complex disputes and transactions, attend the firm's annual Diversity Roundtable, and are eligible to receive a Winston Diversity Scholarship, which is designed to increase diversity within our firm and the legal profession. Our firm also provides opportunities for diverse law students to gain "real-world" experiences by spending part of their time in our summer program working on-site at one of our clients.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	20	18
African-American/Black	3	4
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	2	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	2
Individuals with Disabilities	0	1
Total	29	32

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	20	18
African-American/Black	3	4
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	2	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	2
Individuals with Disabilities	0	1
Total	29	32

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	20	17
African-American/Black	1	3
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	1
Individuals with Disabilities	0	1
Total	26	26

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	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	20	11
African-American/Black	2	0
Hispanic/Latinx	5	3
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	3
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	34	18

LATERAL OF COUNSEL HIRES (2019)

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

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

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

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	4	3
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
Total	5	3

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	11	7
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
Total	12	7

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)

Diversity Recruiting Initiatives. Winston engages in a variety of successful outreach efforts to further increase our recruitment of women, minority, and LGBTQ lawyers, including: • Recruiting at diversity job fairs such as the Bay Area Diversity Career Fair, Cook County Bar Association Minority Job Fair, Harvard BLSA Job Fair, Lavender Law Career Fair, and the Veterans Career Fair. • Recruiting at law schools with high minority enrollment such as Howard University School of Law. • Providing scholarships to diverse law students totaling over \$700,000. • Hiring diverse 1Ls through the Leadership Council on Legal Diversity (LCLD) 1L scholars program, Charlotte Legal Diversity Clerkship Program, and Diverse Attorney Pipeline Program. • Participating in the Judicial Intern Opportunity Program (JIOP). • Partnering with women, minority, and LGBTQ law students at a number of targeted law schools by sponsoring events and providing monetary support; conducting mock interviews; reviewing and critiquing resumes; and organizing and participating in panel discussions. • Participating in the Mansfield Rule, which measures, among other things, whether law firms have affirmatively considered women and attorneys of color as at least 30% of the candidate pool for lateral mid-level/senior associate and partner hires. • Creating a working group of influential partners focused on helping the firm to identify, recruit, and hire diverse lateral partners. • Engaging recruiters who focus on diverse lateral candidates. • Forming a Recruiting/Hiring Subcommittee, which is focused on increasing our hiring of entry-level and lateral diverse lawyers.

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:

Atrium Staffing LLC, McCormack Schreiber Legal Search Inc., and The Burnett Companies Consolidated, Inc.



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

2ND-YEAR ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

3RD-YEAR ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

4TH-YEAR ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

5TH-YEAR ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

6TH-YEAR ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

8TH-YEAR PLUS ASSOCIATES

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

Per firm policy, we are unable to provide information for this section.

OF COUNSEL

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

Per firm policy, we are unable to provide information for this section.

NON-EQUITY PARTNERS

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

Per firm policy, we are unable to provide information for this section.

EQUITY PARTNERS

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

Per firm policy, we are unable to provide information for this section.

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:

Winston & Strawn recognizes that in addition to having a strong commitment to the practice of law, attorneys have responsibilities and interests outside the firm and may want, or need, to work a reduced hours work schedule. The firm provides its lawyers with flexible work arrangements through the Reduced Hours program. Additionally, one of our partners serves as the firm's Reduced Hours Liaison, meeting one-on-one with attorneys considering a reduced hours work schedule, providing answers to their questions, and assisting them with their reduced hours plan. She also is the primary point of contact for attorneys working a reduced hours schedule, checking in with them periodically and remaining available to answer questions as they arise.

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?

Under the firm's Reduced Hours Work Schedule Guidelines for Associates and Of Counsel Attorneys, any Winston associate or of counsel attorney may request to work on a reduced hours basis. Associates and counsel working reduced hours have access to the same benefits as full-time non-partner attorneys, and those who have worked or are working reduced hours may be promoted to partnership. We are proud that several of our lawyers have been promoted to the partnership while working a reduced hours schedule. We also have several successful partners who have worked a reduced hours schedule for many years.

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

Will not answer.

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	9	10	440
Of counsel	1	4	5	42
Non-equity partner	0	0	0	0
Equity partner	11	8	19	370

This question does not include Practice Attorneys.



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	16	6
African-American/Black	1	1
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
Total	18	7

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	20	13
African-American/Black	2	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
Total	22	16

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	19	5
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	1
Individuals with Disabilities	0	0
Total	20	6

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	40	15
African-American/Black	2	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	4	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
Total	47	19

Responses are for Partner Compensation Committee.

Responses are for Associate Evaluation Committee.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	6	6
African-American/Black	1	2
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	9	8

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	10	63	31
Number of such positions held by:			
Minorities	0	4	6
Women	3	13	10
LGBTQ attorneys	0	1	1
Individuals with Disabilities	0	0	0

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

U.S. OFFICE HEADS

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

Minorities heading offices: 0

Women heading offices: Linda Coberly, Chicago (270); Eva Davis, Los Angeles (68); Kathi Vidal, Silicon Valley (5)

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Taj Clayton, Chair, Domestic ADR Practice; Monique Ngo-Bonnici, Chair, Los Angeles and Silicon Valley Labor and Employment Practice; Ricardo Ugarte, Chair, International Arbitration Practice

Women heading practices: Natalie Arbaugh, Litigation, Co-Chair - Class Actions; Suzanne Jaffe Bloom, Co-Chair — White Collar, Regulatory Defense and Investigations Practice; Linda Coberly, Litigation, Chair - Appellate and Critical Motions; Eva Cole, Litigation, Co-Chair - Antitrust/Competition; Eva Davis, Corporate, Co-Chair - Private Equity; Joan Fife, Labor & Employment, Chair - San Francisco Labor & Employment; Meg Frey, Corporate, Chair — Funds Group; Nancy Gerrie, EBEC, Co-Chair — EBEC; Amanda Groves, Litigation, Chair — Charlotte Litigation and Co-Chair — Complex Commercial Litigation; Eleni Kouimelis, Environmental, Chair - Environmental; Olga Loy, Tax, Co-Chair — Tax; Monique Ngo-Bonnici, Chair — Los Angeles and Silicon Valley Labor and Employment

LGBTQ attorneys heading practices: Tom Lane, Litigation, Co-Chair — IP Practice and Chair — Technology, Digital Media & Entertainment (Copyright/TM)

Individuals with Disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: Kobi Kennedy Brinson, Diversity & Inclusion Committee; Timothy Kincaid, Foundation Committee; Ian Papendick and Kyle Foley (co-chairs), Summer Program Committee; Krishnan Padmanabhan, Technology Committee; Cardelle Spangler, Respect in the Workplace Issues Committee

Women heading committees: Dana Cook-Milligan and Lauryn May (co-chairs), Associates Committee; Kobi Kennedy Brinson, Diversity & Inclusion Committee; Samantha Lerner, Litigation Associates Assignments Committee; Amanda Groves and Laura Petroff (co-chairs), Partner Compensation Committee; Amanda Groves, Pro Bono Committee; Staci Yablou and Kim Ognisty (co-chairs), Summer Program Committee; Cardelle Spangler, Respect in the Workplace Issues Committee

LGBTQ attorneys heading committees: Laura Petroff (co-chair), Partner Compensation Committee

Individuals with Disabilities heading committees: 0



The Firm Says

Global Diversity & Inclusion are core values and strategic business goals at Winston & Strawn. Our formal diversity program began 18 years ago and in 2017, the Executive Committee unveiled a five-year strategic plan, which includes ten key business goals to guide the firm's strategic development and operations for the next five years. Achieving greater diversity and inclusion is one of the ten key business goals, and the firm established concrete metrics to evaluate when the goal has been met. The metrics include benchmarks for the representation of women and minorities among the lawyer workforce, as well as their representation in firm leadership positions and among the most highly compensated partners.

Our diversity and inclusion efforts are focused on achieving 7 primary goals: (1) Enhance the recruitment of women, minority and LGBTQ lawyers and law students; (2) Enhance the retention, development and advancement of women, minority and LGBTQ lawyers; (3) Leverage our diversity and inclusion program to strengthen client relationships; (4) Host diversity and inclusion programs that celebrate the diversity that exists at the firm and help foster an inclusive work environment; (5) Enhance diversity communication and branding; (6) Implement a basic supplier diversity program; and (7) Implement initiatives that address the specific diversity and inclusion concerns of our offices outside the U.S.

Below we provide details about some of our core Diversity and Inclusion Initiatives.

Pipeline Initiatives. To support the next generation of young lawyers, Winston actively participates in a variety of pipeline programs. Each year, our U.S. offices provide summer and school-year internships to diverse students through college and career readiness programs and high school work study programs. Through these and other programs and referrals, Winston hosts nearly 40 student interns each year in the Records Management, Conference Room Services, Information Technology, Diversity & Inclusion, Human Resources, Office Services, Pro Bono, and other departments.

Diversity Recruiting Initiatives. Winston engages in a variety of successful outreach efforts to further increase our recruitment of women, minority, and LGBTQ lawyers, including:

- Recruiting at diversity job fairs such as the Bay Area Diversity Career Fair, Cook County Bar Association Minority Job Fair, Harvard BLSA Job Fair, Lavender Law Career Fair, and the Veterans Career Fair.
- Recruiting at law schools with high minority enrollment such as Howard University School of Law.
- Providing scholarships to diverse law students totaling over \$700,000.
- Hiring diverse 1Ls through the Leadership Council on Legal Diversity (LCLD) 1L scholars program, Charlotte Legal Diversity Clerkship Program, and Diverse Attorney Pipeline Program.
- Participating in the Judicial Intern Opportunity Program (JIOP).
- Partnering with women, minority, and LGBTQ law students at a number of targeted law schools by sponsoring events and providing monetary support; conducting mock interviews; reviewing and critiquing resumes; and organizing and participating in panel discussions.
- Participating in the Mansfield Rule, which measures, among other things, whether law firms have affirmatively considered women and attorneys of color as at least 30% of the candidate pool for lateral mid-level/senior associate and partner hires.
- Creating a working group of influential partners focused on helping the firm to identify, recruit, and hire diverse lateral partners.
- Engaging recruiters who focus on diverse lateral candidates.
- Forming a Recruiting/Hiring Subcommittee, which is focused on increasing our hiring of entry-level and lateral diverse lawyers.

Diversity Retention Initiatives.

A. Affinity Groups for Women, Minority, and LGBTQ Lawyers. Winston has affinity groups for women, minority, and LGBTQ lawyers. The affinity groups play a critical role in the hiring advancement, retention, and promotion of diverse lawyers throughout the firm. These groups also serve as a platform for networking mentorship, and professional development. The firmwide minority and LGBTQ affinity groups meet quarterly.

B. Work Allocation Monitoring for Diverse Associates. The thoughtful allocation of work among associates is key to the development and retention of our lawyers. That why we implemented a process to monitor the work hours and quality of work assignments of our minority associates on a monthly basis. This process serves both as an early warning system and as a safeguard to ensure that the talented lawyers we recruit have an opportunity to perform developmentally rich work and develop the skills necessary to succeed. In Fall 2019, the firm implemented a formal work assignment system for associates in their first two years of practice to further ensure an equal distribution of work assignments.

C. Sponsorship Program for Diverse Lawyers. On February 10, 2020, Winston's Diversity and Inclusion Committee launched the third cycle of our firmwide Diversity and Inclusion Associate Sponsorship Program, which pairs high-performing women, racial/ethnic minority, and LGBTQ lawyers in their fifth and sixth years of practice with a member of the firm's Executive Committee. The one-year program includes monthly meetings between protégés and sponsors; quarterly professional development programs; an opportunity to work on a client or business development project; participation in a team challenge to find a solution to a firm issue; regular interaction with firm leaders; and individual coaching. This program has proved effective in developing strong relationships between our diverse associates and the firm leaders. In addition, several of the women who participated in our first sponsorship program, launched in October 2016, have been elevated to the partnership and others have assumed leadership positions within their practice groups.

D. Retreats for Diverse Lawyers and Women Partners. In September 2018, the firm hosted its inaugural Diverse Lawyers Retreat, which brought together all minority and LGBTQ lawyers for two days of programming. This included a fireside chat with the firm Chairman, a client panel, and presentations by many thought leaders. The retreat also provided an opportunity for all of the members of our Black Lawyers Network, Latino(a) Lawyers at Winston, Winston Asian Leadership Initiative, and Winston Pride affinity groups to meet in person for networking and mentoring. The next Diverse Lawyers Retreat is scheduled for October 2020.

In April 2019, we hosted our inaugural Women Partners' Forum, which brought together all women partners for a half-day of programming facilitated by acclaimed Kellogg School of Management Professor Victoria Medvec.

E. Family Friendly Policies and Programs. At Winston, facilitating a healthy balance between work and family life is an important component of promoting diversity and inclusion and ensuring the success of our lawyers with families. Our family-friendly programs, include:



o Award-winning Gender Neutral Parental Leave Policy. In 2016, Winston implemented a gender-neutral Parental Leave Program that provides attorneys with 20 weeks of paid parental leave — without distinctions based on gender or primary/secondary caregiver status — to care for and bond with their newborn or newly adopted children.

o Parental Leave Transition Support. The firm has a parental leave support program that includes a Parental Leave Liaison, reduced hours targets during "ramp down" and "ramp up" periods, and confidential coaching services for attorneys who are new parents.

o Breast Milk Delivery Benefit. We offer free overnight milk delivery back home for nursing moms, lawyers and staff, when they travel for work.

o Working Parents Groups. These groups, which meet monthly, are designed to provide a forum for working parents to discuss issues, share strategies, and learn from the experiences of others. The groups also serve as a forum for expectant parents.

o Reduced Hours Program. We offer alternative work schedules for lawyers who need to work on a reduced schedule for childcare or family reasons. Several of our lawyers have been promoted to partnership while working a reduced hours schedule.

Internal Diversity Programs. Each year, Winston host programs to celebrate and/or raise awareness of Black History Month, Women's History Month, Holocaust Remembrance, Asian Pacific American History Month, Pride Month, and Hispanic Heritage Month. These presentations are a powerful way to enhance knowledge and common understanding of diversity-related topics and issues. We have received overwhelming positive feedback from attendees about how the programs inspire, educate, and, in some cases, transform their thinking and their lives. The programs also help to create a work environment that is more welcoming and supportive of diverse individuals. The firm invites clients and alumni to attend these programs in person or via live stream.

Sponsorships and Partnerships. Winston supports many women, minority, and LGBTQ bar associations and organizations that provide networking, professional development, and business development opportunities for our lawyers, including: California Minority Counsel Program, ChIPs, Diversity and Flexibility Alliance, Hispanic National Bar Association, Institute for Inclusion in the Legal Profession, Leadership Council on Legal Diversity, Minority Corporate Counsel Association, National Asian Pacific American Bar Association, National Bar Association, National Association of Women Lawyers, National LGBT Bar Association, North American South Asian Bar Association, Texas Minority Counsel Program, and University of Texas Center for Women in Law.

