

Hogan Lovells US LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Alicante, Amsterdam, Baltimore, Beijing, Birmingham, Boston, Brussels, Budapest, Colorado Springs, Denver, Dubai, Dusseldorf, Frankfurt, Hamburg, Hanoi, Ho Chi Minh City, Hong Kong, Houston, Jakarta, Johannesburg, London, Los Angeles, Louisville, Luxembourg, Madrid, Mexico City, Miami, Milan, Minneapolis, Monterrey, Moscow, Munich, New York, Northern Virginia, Paris, Perth, Philadelphia, Riyadh, Rome, San Francisco, Sao Paulo, Shanghai, Silicon Valley, Singapore, Sydney, Tokyo, Ulaanbaatar, Warsaw, Washington, D.C., Zagreb

DIVERSITY LEADERSHIP

Head(s) of Firm: Stephen J. Immelt, CEO

Diversity team leader(s): Leslie Richards-Yellen, Director of Inclusion - Americas

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	2938	2967
U.S. offices only	1059	1105

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	201	168
African-American/Black	8	23
Hispanic/Latinx	12	24
Alaska Native/American Indian	1	1
Asian	26	32
Native Hawaiian/Pacific Islander	1	0
Multiracial	7	12
Openly LGBTQ	22	18
Individuals with Disabilities	n/a	n/a
Total	290	276

All demographic data is representative of Hogan Lovells US LLP as of 12/31/19. Data does not reflect the combined firm Hogan Lovells US LLP and Hogan Lovells International LLP, which along with their affiliates operate as separate entities under the name Hogan Lovells. Please note in our total number of men and women lawyers, that we had 34 men and 16 women who have not provided their personal diversity information. While we have lawyers with disabilities, we do not systematically collect data for this category.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	162	46
African-American/Black	2	0
Hispanic/Latinx	9	5
Alaska Native/American Indian	0	1
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	4	2
Individuals with Disabilities	n/a	n/a
Total	189	59

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SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	26	28
African-American/Black	1	6
Hispanic/Latinx	9	3
Alaska Native/American Indian	0	1
Asian	6	12
Native Hawaiian/Pacific Islander	0	1
Multiracial	2	4
Openly LGBTQ	7	4
Individuals with Disabilities	n/a	n/a
Total	44	55

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NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	70	32
African-American/Black	1	2
Hispanic/Latinx	6	3
Alaska Native/American Indian	0	0
Asian	3	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	2
Individuals with Disabilities	n/a	n/a
Total	85	45

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OF COUNSEL (2019)

	Men	Women
White/Caucasian	76	51
African-American/Black	0	4
Hispanic/Latinx	1	5
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	6	0
Individuals with Disabilities	n/a	n/a
Total	90	71

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NEW HIRES (2019)

	Men	Women
White/Caucasian	46	28
African-American/Black	3	5
Hispanic/Latinx	2	9
Alaska Native/American Indian	1	0
Asian	5	5
Native Hawaiian/Pacific Islander	1	0
Multiracial	2	4
Openly LGBTQ	9	4
Individuals with Disabilities	n/a	n/a
Total	89	63

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Strategic Plan and Diversity Leadership

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

We are in constant communication with our clients, colleagues, and other interested parties about our long-standing commitment to diversity and inclusion (D&I), including a firm culture that recognizes and rewards contributions made by all our lawyers and staff. Our Partners and Marketing & Business Development team try to ensure that our client teams are diverse. We prepare CLE and trainings to educate our clients and lawyers on D&I and other topics.

We publish annual Global Diversity & Inclusion reports, and periodic D&I one-pagers that provide an overview of our D&I progress and accomplishments. We also communicate our D&I work through meetings, bulletins, blogs, social media, calls, internal and external websites, and third party surveys. Members of firm management regularly speak to the many values of a diverse and inclusive work force at internal conferences, meetings, and in interactions with firm personnel.

We prominently highlight diversity on the firm's websites as a core value. Diversity is a component of lawyer orientations, partner meetings and conferences, practice group and area meetings, and People team meetings at the firm. Members of our firm often speak at diversity-related events that we host/attend internally and externally, including those sponsored by national and local bar associations, law schools, clients, and the broader legal community.

In November 2018, we hosted our inaugural Allverse conference for US minority and LGBT+ lawyers, which brought together 220 lawyers from 18 of the firm's offices. During the two-day conference we explored how the firm invests in diverse lawyers, and how diverse lawyers can invest in themselves and lead others. In 2020, we are planning to hold our second Allverse conference. The "Launching a Legacy" theme will focus on the trajectory as diverse lawyers: learning from the past, understanding the present and utilizing those learnings and understandings to establish a future that is better for our people.

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

Leslie Richards-Yellen, Director of Inclusion - Americas

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: 13

Total hours spent on diversity: 2800

Comments: Our Global Diversity and Inclusion Committee is comprised of 11 members who are focused on promoting diversity and inclusion (D&I) on a global scale. Our Global D&I Committee is supported by a Global D&I Advisory Group, comprised of diverse lawyers and business service professionals, 8 region-specific diversity committees throughout the Americas, including seven in the United States. In 2018, the US National Diversity Committee (NDC) was established, led by our Global CEO, Stephen J. Immelt. The firm established the NDC to intensively evaluate and invest in the pipeline of diverse lawyers at the firm of which 75% were women, and review firm policies, practices and processes to work toward being first in class in D&I. The NDC is comprised of 13 members, all lawyers, who are focused on promoting D&I specifically within the US. Our global and regional diversity committees are comprised of lawyers at various stages in their careers and meet regularly to discuss a variety of diversity-related topics. These regional diversity committees confer and provide input to firm management on D&I issues. In addition to the region-specific diversity committees, the firm is committed to our lawyers taking an engaged role in promoting themselves through the Women's Initiative Steering Committee in nine different regions in the United States, and through the various national affinity groups (currently seven). Although Hogan Lovells has established a billable number for the time spent by our lawyers who are involved in our diversity efforts, we do not track the number of hours spent in furtherance of our diversity initiatives. Relying on a single number would significantly understate the time spent by firm management, practice group directors, office managing partners, members of other firm committees and other firm personnel in furtherance of our diversity initiatives.

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.

Firm management is energized and engaged on all aspects of our diversity journey, advancing the following primary objectives: (1) promote responsibility (embedding diversity into practice group and practice area leader investment and promotion decision-making), (2) integrate diversity and inclusion into every aspect of our firm processes from recruiting to business development to promotions processes), (3) ensure client alignment through staffing diverse teams and joint initiatives, and (4) advance culture, by providing transparency, community and support for diverse lawyers and business services professionals. While those are primary objectives, we pursue a comprehensive diversity program that focuses on retaining and advancing diverse lawyers.

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. In 2019 we are continuing the structural advancements that firm management committed to in 2018 and which were critical in ensuring that diverse lawyers were strategically invested in and advanced at the firm. Four signature goals and achievements in 2019 included: (1) continuing the stellar work of the NDC, which invests in the pipeline of women, minority and LGBT+ lawyers at the firm and establishes best practices to ensure that recruiting, development, advancement and retention processes at the firm are robust. (2) learning Mansfield Certification Plus status, which means that we achieved the requisite levels of diversity in our candidate pools and exceeded Mansfield Rule targets in more than 50% of the actual composition of our senior leadership. (3) signing on to the new Mansfield Rule 3.0 and leading as one of five firms (and the largest of those firms) who have volunteered to pilot a more intensive tracking process over the next year to ensure equitable support for lawyers of color and LGBT+ lawyers, with our Director of Inclusion — Americas, Leslie Richards-Yellen and Senior Inclusion Manager, Bendita Cynthia Malakia sitting on the Mansfield Rule Taskforce and the Mansfield Rule: UK

Advisory Board. (4) welcoming Professor Jerry Kang, Distinguished Professor of Law, Professor of Asian American Studies, the inaugural Korea Times Endowed Chair, and UCLA's inaugural Vice Chancellor for Equity, Diversity and Inclusion, to our US offices to refresh implicit bias training that was previously required for all offices. In 2019, he visited our D.C., Denver, Houston and NY offices to conduct trainings for our lawyers and business services professionals.

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 ratified a Global Diversity Plan, which established diversity goals through 2019: advancing culture, promoting responsibility, ensuring client alignment and integrating diversity and inclusion into the firm's best practices.

Since the implementation of such goals, we have: continued the stellar work of the US National Diversity Committee we first established in 2018; earned Mansfield Certification Plus status, achieving the requisite levels of diversity in our candidate pools and exceeding Mansfield Rule targets in more than 50% of the actual composition of our senior leadership; signing on to the new Mansfield Rule 3.0; fulfilled our target of having 30% women in management two years early; continued to support a global LGBT+ allies network, Pride+; welcomed Professor Jerry Kang to our U.S. offices to refresh implicit bias training; rolled out a professional- and leadership-development program for all women U.S. lawyers; increased monitoring and reporting gender and diversity statistics to firm management; continued to implement a global agile working group with supporting policies in flexible working.

In 2020, we have committed to the following diversity priorities: continuing the award-winning work of the U.S. National Diversity Committee to invest in our internal pipeline of diverse lawyers through sponsorship, coaching, client/matter access, business development assistance and substantive work and develop best practices impacting lawyer hiring, development, retention and progression; planning to host our second Allverse conference in January with an anticipated 300 U.S. minority and LGBT+ lawyers, executive leadership, clients and internal global diversity professionals; achieving Mansfield Certification for the second year; partnering with practice groups and business services functions to evolve best practices to assist in our hiring, development, retention and progression efforts; and continuing our thought leadership in the legal diversity industry.

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

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





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.

We support the Posse Foundation Dynamic Assessment Process, which identifies diverse students who might be missed by traditional admissions criteria and provides them with college scholarships and leadership development programs, including career and writing coaching. We hosted Posse's Veterans Program interviews in our Washington, D.C. office. Through an annual sponsorship of the Posse Foundation, we also support their program's mission to provide scholarships to young people with extraordinary potential who might be missed by elite schools.

In Washington, D.C., we hosted nearly 140 diverse high school students for a Law Day event. We collaborated with Street Law and the Association of Corporate Counsel (ACC) National Capital Region to host the event, bringing in speakers from each organization to share honest perspectives on what it takes to be successful in the legal industry and beyond.

Thurgood Marshall Academy Law Day brings ninth grade students to participate in legal system workshops. Students conduct mock trials, engage in roundtable discussions, and explore interactive case studies.

We partner with schools in disadvantaged areas of Baltimore, Colorado Springs, Denver, Houston, Los Angeles, Miami, and Washington to provide support and resources needed to ensure the students can succeed. Through our partnerships we've provided literacy support, civics lessons, and support for extracurricular activities.

We support Generation Citizen's Boston Civics Day event, a bi-annual event where students pitch their ideas to address social issues in their community to a panel of local officials and community leaders.

In Washington, D.C., Louisville, and New York, we serve as Court Appointed Special Advocates (CASAs) for foster and underserved youth in the welfare system. As CASAs, our volunteers work with youth to help them get the resources and skills they need to thrive.



Recruitment - New Associates

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

Ivy League law schools: Harvard Law School; Columbia University Law School; University of Pennsylvania Law School

Other private law schools: American University, Washington College of Law; Baylor Law School; Catholic University of America, Columbus School of Law; Duke University School of Law; George Washington University Law School; Georgetown University Law Center; New York University School of Law; Northwestern University School of Law; Stanford Law School; University of Denver College of Law; University of Miami School of Law; University of Southern California Gould School of Law; Vanderbilt University Law School; Villanova University School of Law

Public state law schools: Florida International University College of Law; Florida State University College of Law; George Mason University School of Law; Temple University School of Law; UCLA School of Law; University of Baltimore School of Law; University of California at Berkeley School of Law; University of California, Irvine School of Law; University of Colorado School of Law; University of Florida Levin College of Law; University of Maryland School of Law; University of Michigan Law School; University of Texas School of Law; University of Virginia School of Law; William & Mary Law School

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

Diversity job fairs: Lavender Law Conference Career Fair; Rocky Mountain Diversity Job 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?

We are active participants in law school mock interview programs and we have hosted and/or participated in panel discussions, career fairs, receptions and networking events for first-year law students at various law school. Our New York office is a signatory to the NYC Bar Association's Statement of Diversity Principles. Our Colorado office is a participating employer in the Summer Diversity Clerkship Program of the Colorado Pledge to Diversity Legal Group, a program specifically targeted towards diverse first-year law students. Our Philadelphia office is a participating employer in the Philadelphia Diversity Law Group Fellows Program, offering diverse first-year law students a route to summer employment. In partnership with the LCLD, we are active participants in the LCLD 1L Scholars Program. Members of the NY HL Pride Network launched a mentoring program for LGBT law students. The program involves matching Columbia 1L "Outlaws" (LGBT+) students with associate lawyer "mentors" from among Hogan Lovells' NY/DC LGBT+ Affinity Group. We also support diverse student groups beyond 1Ls through sponsorships, educational programming and one on one interactions with our lawyers. These programs are designed to foster and provide guidance, mentoring, professional development, and networking opportunities for diverse law student and lawyers.

We partner with many clients, including Adobe, AECOM, Amgen, Barclays, Boston Scientific, Exelon, IBM, Merck, and PPG, to hire diverse 1Ls for summer associate or summer internship positions across our U.S. offices. Each of these partnerships provides unique opportunities to share our commitment to inclusion; collaborating to attract a talented diverse lawyer pipeline and provide students with valuable professional experiences and peer networks. Our diverse 1L summer internships provide the firm, the students and our clients with mutually beneficial experiences, reflecting our shared dedication to developing a diverse legal profession.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	22	22
African-American/Black	1	4
Hispanic/Latinx	8	1
Alaska Native/American Indian	0	0
Asian	5	10
Native Hawaiian/Pacific Islander	0	1
Multiracial	2	3
Openly LGBTQ	6	3
Individuals with Disabilities	n/a	n/a
Total	38	41

Data does not reflect the combined firm Hogan Lovells US LLP and Hogan Lovells International LLP, which along with their affiliates operate as separate entities under the name Hogan Lovells. While we have lawyers with disabilities, we do not systematically collect data for this category.

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	18	17
African-American/Black	1	4
Hispanic/Latinx	7	1
Alaska Native/American Indian	0	0
Asian	3	8
Native Hawaiian/Pacific Islander	0	1
Multiracial	2	2
Openly LGBTQ	4	4
Individuals with Disabilities	n/a	n/a
Total	31	33

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OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	19	22
African-American/Black	1	4
Hispanic/Latinx	8	1
Alaska Native/American Indian	0	0
Asian	5	10
Native Hawaiian/Pacific Islander	0	1
Multiracial	2	3
Openly LGBTQ	6	3
Individuals with Disabilities	n/a	n/a
Total	35	41

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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	1
African-American/Black	0	0
Hispanic/Latinx	1	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	n/a	n/a
Total	2	2

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Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	22	9
African-American/Black	1	0
Hispanic/Latinx	0	2
Alaska Native/American Indian	1	0
Asian	4	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
Total	36	20

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LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	5	1
African-American/Black	0	0
Hispanic/Latinx	0	2
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	n/a	n/a
Total	15	8

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LATERAL OF COUNSEL HIRES (2019)

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

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NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	3	6
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	1
Individuals with Disabilities	n/a	n/a
Total	3	6

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NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	10	1
African-American/Black	0	0
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	18	4

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Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

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

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

Yes

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

Yes

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

Audrey Golden, Alpert Associates, Chassman Associates, Exacta Global, Lippman Jungers (co-founder is female), McClure Harrison, Manhattan Legal Group, Marina Sirras & Associates LLC, PeterSan Group (co-founder is female), Springboard Search Group



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
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	n/a	n/a
Total	2	0

All demographic data is representative of Hogan Lovells US LLP as of 12/31/19. Data does not reflect the combined firm Hogan Lovells US LLP and Hogan Lovells International LLP, which along with their affiliates operate as separate entities under the name Hogan Lovells. Please note in our total number of men and women lawyers, that we had 1 man who has not provided their personal diversity information. While we have lawyers with disabilities, we do not systematically collect data for this category.

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	1
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	n/a	n/a
Total	4	3

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3RD-YEAR ASSOCIATES

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

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4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	7	3
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	10	4

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5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	4
African-American/Black	4	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	11	10

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Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

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

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8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	15	10
African-American/Black	1	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	17	13

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OF COUNSEL

	Men	Women
White/Caucasian	26	10
African-American/Black	0	0
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	31	15

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NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	7	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	n/a	n/a
Total	9	3

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EQUITY PARTNERS

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

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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:

Hogan Lovells supports its people in reaching their full potential and using agile work arrangements to develop their careers. For us, agile working incorporates both time and location flexibility, and all of our lawyers and staff have the opportunity to request an agile working arrangement on a permanent or ad hoc basis. The firm offers a global agile working policy for all personnel, supported by a set of principles to guide agile working arrangements. This policy helps us continue to retain diverse lawyers and appropriately accommodate the challenges of a modern workforce.

Our lawyers discuss formal agile working arrangements directly with their Practice Area Leaders, with support from the Attorney Talent team, in order to successfully plan with their team. All requests are approved unless there is a legitimate business concern or issue within the practice area.

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?

Associates who work on a reduced hours (at least 67 percent) basis are eligible to be considered for advancement to counsel or partner. A number of associates have been advanced to partner while working reduced hours, and have continued thereafter to work on a reduced hours basis. Full-time partners and counsel may also elect to convert to a reduced hours arrangement.

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

4



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	17	32	49	566
Of counsel	6	34	40	161
Non-equity partner	0	6	6	130
Equity partner	0	4	4	248

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Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	6	4
African-American/Black	0	0
Hispanic/Latinx	2	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	n/a	n/a
Total	8	4

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HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	57	39
African-American/Black	4	5
Hispanic/Latinx	4	6
Alaska Native/American Indian	0	1
Asian	5	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	2
Individuals with Disabilities	n/a	n/a
Total	71	56

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PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	4	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	n/a	n/a
Total	4	4

Our Partner Review Committee is a global committee comprised of 18 members. All demographic data above is representative of the 8 US members on the Partner Review Committee and is equivalent of Hogan Lovells US LLP as of 12/31/19. Data does not reflect the combined firm Hogan Lovells US LLP and Hogan Lovells International LLP, which along with their affiliates operate as separate entities under the name Hogan Lovells. While we have lawyers with disabilities, we do not systematically collect data for this category.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	1	2
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	1
Individuals with Disabilities	n/a	n/a
Total	2	2

All demographic data above is representative of the US Members on the Partner Review Committee or equivalent of Hogan Lovells US LLP as of 12/31/19. Data does not reflect the combined firm Hogan Lovells US LLP and Hogan Lovells International LLP, which along with their affiliates operate as separate entities under the name Hogan Lovells. While we have lawyers with disabilities, we do not systematically collect data for this category.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	3
African-American/Black	1	0
Hispanic/Latinx	2	2
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	n/a	n/a
Total	7	6

All demographic data is representative of Hogan Lovells US LLP as of 12/31/19. In 2018, the US National Diversity Committee (NDC) was established, led by our Global CEO, Stephen J. Immelt. The firm established the NDC to intensively evaluate and invest in the pipeline of diverse lawyers at the firm, and review firm policies, practices and processes to work toward being first in class in D&I. Data does not reflect the combined firm Hogan Lovells US LLP and Hogan Lovells International LLP, which along with their affiliates operate as separate entities under the name Hogan Lovells. While we have lawyers with disabilities, we do not systematically collect data for this category.



Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	19	34	38
Number of such positions held by:			
Minorities	4	4	18
Women	5	11	24
LGBTQ attorneys	0	2	3
Individuals with Disabilities	n/a	n/a	n/a

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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? 15

Minorities heading offices: Jorge Diaz Silveira, Miami, 38; Richard Lorenzo, Miami, 567; Maria Ramirez, Miami, 38; Oliver Armas, New York, 173; Nate Gallon, 17

Women heading offices: Niki Tuttle, Denver, 87; Carine Stoick, Northern Virginia, 45; Maria Ramirez, Miami, 38; Stacey Rosenberg, Los Angeles, 43

LGBTQ attorneys heading offices: None

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Celine Crowson, IPMT, 83; Daniel Gonzalez, International Arbitration, 21; Stephanie Yonekura, IWCF, 78; Edith Ramirez, Global Regulatory, 284

Women heading practices: Mary Peters, Global Regulatory, 284; Janice Hogan, Global Regulatory, 284; Michele Farquhar, Global Regulatory, 284; Siobhan Rausch, Global Regulatory, 284; Alice Valder Curran, Global Regulatory, 284; Celine Crowson, IMPT, 83; Marcy Wilder, Global Regulatory, 284; Sheree Kanner, Global Regulatory, 284; Kelly Hardy, Corporate, 258; Stephanie Yonekura, IWCF, 78; Edith Ramirez, Global Regulatory, 284

LGBTQ attorneys heading practices: Marcy Wilder, Global Regulatory, 284; Sheree Kanner, Global Regulatory, 284

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Gejaa Gobena, African American, 47; Meghan Rissmiller, African American, 47; Tony Lin, Asian Pacific American, 89; Warren Maruyama, Asian Pacific American, 89; Chandri Navarro, Hispanic/Latino, 96; Samaa Haridi — Middle Eastern/North African, 20; Hilary Tompkins, Native American, 5; Maria Ramirez, WIN, 10; Arlene Chow, WIN, 61; Stephanie Yonekura, Diversity Leadership, 4; Ann Kim, Diversity Leadership, 4; Cristina Rodriguez, Diversity Leadership, 15; Oliver Armas, Diversity Leadership, 5; Lilian Tsu, Diversity Leadership, 5; Ann Kurian Shaw, Diversity Leadership, 28;

Women heading committees: Eve Howard, Agile Working, 9; Emily Yinger, Agile Working, 9; Meghan Rissmiller, African American, 47; Chandri Navarro, Hispanic/Latino, 96; Samaa Haridi, Middle Eastern/North African, 20; Hilary Tompkins, Native American, 5; Helen Atkeson, WIN, 35; Jennifer Smith, WIN, 14; Erin Brady, WIN, 19; Lila Alejandra Gasca, WIN, 33; Brenda Rogel Salgado, WIN, 33; Maria Ramirez, WIN, 10; Arlene Chow, WIN, 61; Martha Steinman, WIN, 61; Virginia Gibson, WIN, 14; Leigh Oliver, WIN, 270; Liz Titus, Diversity Leadership, 15; Stephanie Yonekura, Diversity Leadership, 4; Ann Kim, Diversity Leadership, 4; Cristina Rodriguez, Diversity Leadership, 15; Catalina Thompson, WIN, 33; Lilian Tsu, Diversity Leadership, 5; Ann Kurian Shaw, Diversity Leadership, 28;

LGBTQ attorneys heading committees: Tim Lyden, LGBT+, 55; Liz Titus, Diversity Leadership, 15; Bill Flanagan, Diversity Leadership, 28

Individuals with Disabilities heading committees: [No response]



The Firm Says

Overview & Strategy

Diversity and inclusion play essential and integral roles in achieving our goals as a global law firm. With over 3,000 lawyers operating out of more than 50 offices in Africa, Asia, Australia, Europe, Latin America, the Middle East and the United States, we celebrate the wide range of cultures, backgrounds and histories represented by the people who work at Hogan Lovells. We are proud of our diversity record, particularly our recent achievements in laying the infrastructure to ensure increasing diversity and inclusion (D&I) in our management and partnership ranks.

The firm has four full-time diversity professionals advancing D&I in the Americas, led by Leslie Richards-Yellen, our Director of Inclusion — Americas in New York. Ms. Richards-Yellen practiced law for 32 years and previously served as the President of the National Association of Women Lawyers.

The team also includes Washington D.C. based Bendita Cynthia Malakia, Senior Inclusion Manager; Rebecca Robinson, Senior Inclusion Coordinator and Aaisha Hamid, Inclusion Coordinator. Ms. Malakia, who practiced law for nearly a decade, currently is Secretary of the Board of Directors of the National LGBT Bar Association. Ms. Richards-Yellen and Ms. Malakia help implement the Mansfield Rule across the legal industry by serving on the national Mansfield Rule Taskforce and the Mansfield Rule: UK Advisory Board.

With the leadership of our senior management, Hogan Lovells has identified the following primary objectives in D&I: (1) Promote responsibility (embedding diversity into practice group and practice area leader investment and promotion decision-making), (2) Integrate D&I into every aspect of our firm processes from recruiting to business development to promotions, (3) Ensure client alignment through staffing diverse teams and joint initiatives, and (4) Advance culture, by providing transparency, community and support for diverse lawyers and business services professionals.

2019 and 2018 have been banner years for D&I at Hogan Lovells. Our firm committed to structural advancements that are key to ensuring that diverse lawyers will be strategically invested in and advanced at the firm.

Among others, we are proud of the following key accomplishments in 2019:

1. Continuing the stellar work of the NDC, which invests in the pipeline of women, minority and LGBT+ lawyers at the firm and establishes best practices to ensure that recruiting, development, advancement and retention processes at the firm are robust.
2. Earning Mansfield Certification Plus status, which means that we achieved the requisite levels of diversity in our candidate pools and exceeded Mansfield Rule targets in more than 50% of the actual composition of our senior leadership.
3. Signing on to the new Mansfield Rule 3.0 and leading as one of five firms (and the largest of those firms) who have volunteered to pilot a more intensive tracking process over the next year to ensure equitable support for lawyers of color and LGBT+ lawyers.
4. Hosting our inaugural Allverse conference for US minority and LGBT+ lawyers in November 2018. With a theme of "Investments and Intrapreneurship," the conference explored how the firm invests in diverse lawyers, how diverse lawyers can invest in themselves and how diverse lawyers can invest in each other. Bringing together 220 lawyers from 18 of the firm's offices, the two-day event provided an opportunity for diverse lawyers in the US and a delegation of diverse lawyers from the firm's non-US offices, to interact with and learn from each other, senior leadership, and clients. In January 2020, we will host our second Allverse conference.
5. Welcoming Professor Jerry Kang, Distinguished Professor of Law at UCLA School of Law, Professor of Asian American Studies, the inaugural Korea Times Endowed Chair, and UCLA's inaugural Vice Chancellor for Equity, Diversity and Inclusion, to our US offices to refresh implicit bias training that was previously required for all offices.
6. Increasing the awareness of Hogan Lovells' D&I efforts internally and externally through various efforts including securing a strategic three-year title partnership with Corporate Counsel Women of Color (CCWC), demonstrating to the market our bench of women of color lawyers, the breadth of our practices and firm footprint, the strength of the initiatives we have implemented to support diverse lawyers and our powerful support of women of color in the legal marketplace.
7. Committing to measuring and tracking our diverse candidate pools by establishing reporting, communications and other mechanisms to ensure that our leadership pipeline is robust. We use an internal self-reporting tool and a new pitch tool, and coordinate with various firm functions to gather and report to clients that request the information.
8. Creating a new affinity group for our Native American lawyers. Our now 29 regional diversity committees, regional women's initiatives and national affinity groups have been reinvigorated through mission alignment and best practices.
9. Launching a LinkedIn page to publicly recognize and highlight the achievements of our diverse lawyers and business services professionals. At the end of 2019, the page garnered over 300 followers and received an average of 1,500 organic views and 45 likes per post.

Investments in our people

Hogan Lovells has made sure our diverse lawyers are involved in the premier professional development and client development rich opportunities available, including, without limitation, Asian Pacific American Bar Association of DC, Charting Your Own Course, Corporate Counsel Men of Color conference, CCWC, Diversity & Flexibility Alliance's annual conference, Hispanic Bar Association of DC, Lavender Law Conference and Career Fair, Leadership Council on Legal Diversity Fellows and Pathfinder programs, the Minority Corporate Counsel Association's annual gala, National Asian Pacific American Bar Association's annual conference, National Association of Women Lawyers conferences and programming, among many others. The current strategic focus is to ensure that more of our diverse lawyers attending events have profile raising and meaningful client connection opportunities.

Unique among our peers, Hogan Lovells has also increased its business services professional diversity initiatives to ensure that all of our diverse talent is supported.

In 2019, the Inclusion function created or supported approximately 2,000 lawyers and business services professionals in attending 106 internal and external events.

Supporting our people

Hogan Lovells is a leader among its peers in supporting personnel of all positions, tenure and diversity strand in reaching their full potential and balancing life and work through its award-winning Agile Working program. Since the launch of the Agile Working Toolkit in 2015 that defined Agile working and set out guidance and expectations in adopting Agile working practices globally, the global Agile working policy was established and that policy continues in 2020 to make us competitive with not only diverse lawyers but all personnel who want to manage the demands of a busy career with the demands of modern life.

The firm also provides additional support for diverse lawyers through the launch of the New Parents Group, which provides off-ramping and on-ramping assistance to expecting and new parents. This lively cohort works with strategic members of the firm, including Benefits and Attorney Talent, to ensure that the holistic needs of our expecting and new parents are met. This group ensures that our commitment to our new parents flows through all departments here at Hogan Lovells.

The firm has also won multiple awards alongside clients from the Diversity and Flexibility Alliance, including the Flex Success Award and the Flex Impact Award.

Partnering with our clients

Hogan Lovells is committed to partnering with clients on D&I initiatives, both bespoke and through strategic alliances with external diversity organizations. We have also provided programs and events to our clients to attend, such as the Women's Forum Leadership training in Mexico, client luncheons with our diverse lawyers featuring our CEO and our clients' General Counsels to discuss D&I issues, and practice-based identity dinners that tackle tough and important diversity topics, and many more. Some additional specific examples include the following: offering trainings and CLE (including Mansfield Rule training for legal departments), client speaking engagements, recruiting events, partnering to maximize conference experiences, participating as speakers on panels, co-hosting conferences, collaborating on articles, TED-talk style programming, and reviewing diversity approaches and strategic plans.

Cultivating the pipeline

The firm works diligently to ensure our pipeline of women, minority and LGBT+ lawyers is strong. We have committees that conduct outreach with diverse law students and junior associates, review recruitment materials and recommends modifications to the recruitment process to ensure we continue to attract women associates in an increasingly competitive market. Hogan Lovells sponsors many organizations and programs at the law schools at which we regularly recruit, including women law student associations.

For instance, we are an active participant in LCLD programs that leverage general counsel and firm managing partners to promote diversity and inclusion in the legal profession. Over the last six years, we have selected 16 LCLD IL Scholars representing more than four different offices.

Our results speak for themselves. We had a total of 99 summer associates in 2019. From this class, 56% were women, 47% were racial minorities and 5% were LGBT+.

