

Saul Ewing Arnstein & Lehr LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Baltimore, MD., Boca Raton, FL., Boston, MA., Chesterbrook, PA., Chicago, IL., Fort Lauderdale, FL., Harrisburg, PA., Miami, FL., Minneapolis, MN., New York, NY., Newark, NJ., Philadelphia, PA., Pittsburgh, PA., Princeton, NJ., Springfield, IL., Washington, DC., West Palm Beach, FL., Wilmington, DE

DIVERSITY LEADERSHIP

Head(s) of Firm: Barry F. Levin, Esq., Managing Partner

Diversity team leader(s): Indira K. Sharma, Esq., Co-Chair, Diversity & Inclusion Committee; William T. Eveland, Esq., Co-Chair, Diversity & Inclusion Committee; Michelle N. Lipkowitz, Esq., Diversity Partner; Sheri M. Zachary, Director of Career Development & Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	412	414
U.S. offices only	412	414

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	60	38
African-American/Black	3	4
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	4	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	4	1
Individuals with Disabilities	0	0
Total	74	47

SUMMER ASSOCIATES (2019)

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

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	95	19
African-American/Black	1	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	2
Individuals with Disabilities	0	0
Total	98	21

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	60	22
African-American/Black	1	2
Hispanic/Latinx	3	4
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	2
Individuals with Disabilities	0	0
Total	67	31

OF COUNSEL (2019)

	Men	Women
White/Caucasian	56	18
African-American/Black	0	0
Hispanic/Latinx	1	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	0	0
Total	57	21

NEW HIRES (2019)

	Men	Women
White/Caucasian	30	22
African-American/Black	1	1
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
Total	36	27

Strategic Plan and Diversity Leadership

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

Saul Ewing Arnstein & Lehr LLP embraces diversity as one of its core values and is committed to sustaining and expanding a working environment that supports diverse attorneys. Saul Ewing Arnstein & Lehr LLP's Strategic Plan embodies an overarching goal of incorporating diversity and inclusion management principles into all systems, policies, practices and procedures that form the fabric of day-to-day life at Saul Ewing Arnstein & Lehr LLP. Saul Ewing Arnstein & Lehr LLP's website has a diversity webpage which includes, among other things, the Firm's Vision Statement for Diversity and the Firm's intranet regularly reinforces top-down commitment to diversity and inclusion by highlighting the accomplishments of attorneys and staff throughout the Firm. Diversity and inclusion continue to be a guiding principle for Saul Ewing Arnstein & Lehr LLP and our commitment to creating an even more diverse and inclusive workplace remains strong. In addition, the Diversity & Inclusion Committee sponsors an annual Diversity & Inclusion training for all attorneys which brings together firm leaders, partners, associates, and management to discuss diversity and inclusion as it relates to daily life at the Firm, attorney development, and our clients' needs. We use our annual Diversity & Inclusion training to address topics tied to unconscious bias and cultural competency. We continue to deepen these discussions by strategically building upon the discussions from prior training and by reinforcing what we learn in other training and development initiatives.

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

Indira K. Sharma, Esq., Co-Chair, Diversity & Inclusion Committee; William T. Eveland, Esq, Co-Chair, Diversity & Inclusion Committee

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: 1226

Comments: Our Diversity & Inclusion Committee is composed of attorneys representing offices throughout our footprint and multiple legal disciplines, and includes senior partners and our Chief Operating Officer/Executive Partner. In addition, numerous firm leaders serve as committee liaisons, including our Hiring Partner, Evaluation Committee Chair, a member of the Executive Committee, the Director of Diversity and Inclusion, Assistant Director of Attorney Recruiting Baltimore Office Manager and Recruiting Specialist. Our Diversity & Inclusion Committee reports to our Executive Committee.

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.

Saul Ewing Arnstein & Lehr LLP has formally integrated our Diversity & Inclusion initiatives with our Career Development initiatives for greater impact. We believe that we cannot achieve our diversity and inclusion goals without addressing the career development needs of our diverse lawyers, nor can our non-diverse lawyers develop professionally without increasing their cultural competence and inclusion proficiency. Our firm is a proud participant in the Diversity Lab's Mansfield Rule 3.0, and a 2019 Mansfield Certified Plus firm. In addition, Saul Ewing Arnstein & Lehr LLP has a formal "Program for the Retention of Minority Lawyers" which is tied to the firm's strategic plan. This program provides oversight of the mentoring and sponsorship opportunities for our minority lawyers, how work is distributed, and who is chosen for business development and professional development opportunities. Saul Ewing Arnstein & Lehr LLP provides forums for championing the unique perspectives and experiences of our attorneys and promoting their inclusion in opportunities for significant work and advancement at the firm through our Women's Development Initiative (WDI), LGBTQ Resource Group, the Minority Attorney Resource Group, and Allies for Work-Life Integration Resource Group (ALL WIN).

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?

Diversity & Inclusion Committee Leadership, including our Diversity Partner, meet with the Executive Committee annually to discuss progress made throughout the year and goals for the upcoming year. In addition, the Executive Committee member on the Diversity & Inclusion Committee and the Firm's Executive Partner attend monthly Diversity & Inclusion Committee meetings. Diversity & Inclusion Committee Leadership have frequent conversations with the firm's Managing Partner throughout the year.

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

Saul Ewing Arnstein & Lehr LLP's preeminent goal is to maintain a lasting culture that values, fosters and achieves diversity and inclusion at every level, from law students in our summer associate program up to and including our most senior and seasoned partnership ranks. Saul Ewing Arnstein & Lehr LLP's Strategic Plan embodies an overarching goal of incorporating diversity and inclusion management principles into all systems, policies, practices and procedures that form the fabric of day-to-day life at Saul Ewing Arnstein & Lehr LLP. The Firm's Diversity & Inclusion Committee, in collaboration with the Executive Committee, is charged with accomplishing this.

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): Saul Ewing Arnstein & Lehr LLP's Minority Attorney Resource Group provides a support network, mentoring, and training for attorneys who are racially or ethnically diverse to ensure they have equal opportunities for advancement and professional development. The group also provides a forum for formal and informal open communication about challenges faced by minority attorneys, and facilitates participation by its members in minority bar association conferences and events that will build a network that can lead to business development opportunities. Saul Ewing Arnstein & Lehr LLP's annual Diversity & Inclusion Retreat also addresses issues pertinent to our minority attorneys. In addition, we have a formal "Program for the Retention of Minority Lawyers" that is tied to the Firm's Strategic Plan. This Program provides oversight of the mentoring and sponsorship opportunities for our minority attorneys, how work is distributed, and who is chosen for business development and professional development opportunities.



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): Saul Ewing Arnstein & Lehr LLP has a formal commitment to its female attorneys through the Woman's Development Initiative (WDI). The WDI supports the recruitment, retention and advancement of women to partnership and leadership positions, and encourages firm leadership to promote women and to ensure that women serve on client teams. Its mission is "To Maximize Women's Contributions to the Firm." Led by a Steering Committee of women from across the firm, the WDI regularly hosts firm-wide and female attorney-only events to foster client and internal relationships, and sponsors speakers and training designed to teach all firm attorneys collaborative leadership and client service skills that advance firm goals. The WDI has been widely recognized for its dynamism and energy by both national and regional organizations, and regularly receives awards for its efforts in fostering, promoting and celebrating women.



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): As evidenced by the firm's 100 rating by the HRC Corporate Equality Index, Saul Ewing Arnstein & Lehr LLP proudly emphasizes diversity and inclusion with the LGBTQ+ community. The firm has an EEO policy that specifically includes gender identity and gender expression, provides transgender inclusive health coverage, employs LGBTQ+-specific recruitment efforts, and celebrates and supports the service of attorneys on boards of LGBTQ+ organizations. Additionally, our LGBTQ+ Resource Group creates a support network to ensure LGBTQ+ attorneys have equal opportunities for advancement and personal development. The Group works toward these goals on two main levels: with firm management and with attorneys self-identifying as LGBTQ+.



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.

Saul Ewing Arnstein & Lehr LLP is involved in youth mentoring through Community Law In Action. There is a mentoring program which provides one-to-one and group mentoring for high school students who are enrolled in the Law and Leadership Academy at Baltimore City high schools. Law and Leadership Academies (LLA) are high school career pathways that introduce youth to law and policy-related professions while preparing them to be problem solvers, active citizens and community leaders. LLAs feature a Maryland State Department of Education approved curriculum emphasizing core academic skills and critical thinking in and out of the classroom. Students learn how to advocate for themselves and others by arguing in mock trials, participating in peer mediation activities, and organizing community projects. In addition, the Firm partners with Cristo Rey, an innovative corporate/education model where students fill the equivalent of an entry-level position and their salaries pay for their tuition. Under the Work-Study Program, every student in the Cristo Rey Philadelphia school works five days per month in a professional environment at companies in the Philadelphia area. Cristo Rey Philadelphia's Work-Study Office secures open positions, placing students in work experiences that align well with their career interests, while also exposing students to new fields and opportunities that are available to them. Work placements span various industries, including law, healthcare, insurance, banking and finance, media and technology, real estate, non-profit and more. Saul Ewing Arnstein & Lehr LLP hosts up to four students per year and rotates them through various departments based on their interests. Saul Ewing Arnstein & Lehr LLP also participates in the Just The Beginning programs in both Baltimore and Chicago.



Recruitment - New Associates

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

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

Other private law schools: American University, Boston College, Catholic University, Drexel, Duke, Fordham, Georgetown, George Washington, Seton Hall, Villanova, Wake Forest, University of DePaul, Chicago-Kent, Notre Dame, University of Chicago

Public state law schools: Dickinson Law, Penn State Law, Rutgers University, Temple University, University of Baltimore, University of Maryland, University of North Carolina, University of Virginia, George Mason, University of Florida, University of Illinois, University of Minnesota, Florida State University

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

Diversity job fairs: Delaware Minority Job Fair, Philadelphia Area Diversity Job Fair (PADJF), Philadelphia Diversity Law Group (PDLG), Lavender Law, DAPP (Diverse Attorney Pipeline Program)

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)

We pride ourselves on consistently hiring law students from a wide variety of backgrounds for our summer program, and rely on many resources to ensure that we consider diverse pools of lateral candidates. Our approach to diversity and inclusion extends to financial support of, and involvement in, organizations that provide services to underserved and diverse populations. Some of our sponsorships include the following: South Asian Bar Association of DC Public Interest Fellowship • The Barristers' Association of Philadelphia Scholarship • The Chicago Committee • Philadelphia Diversity Law Group • Harrisburg Minority Job Fair • Delaware Minority Job Fair • Lavender Law Career Fair • Greater Baltimore Committee Bridging the Gap • Washington Area Legal Recruiters Administrators Association (WALRAA) Annual Diversity Networking Event • Black Law Students Association at the University of MD School of Law • Asian Pacific American Law Student Association at the University of MD School of Law The firm is also an active member of the following organizations: the Leadership Counsel on Legal Diversity (LCLD), the Minority Corporate Counsel Association (MCCA), and the National Association for Law Placement (NALP). In addition, Saul Ewing Arnstein & Lehr LLP encourages the participation of our lawyers on career panels at law schools.

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

Saul Ewing Arnstein & Lehr LLP participates in the Philadelphia Diversity Law Group (PDLG) which hires first year diverse law students to work in Philadelphia law firms as part of the firm's Summer Program. The firm also participates in the Dauphin County CAMP 1L Program, Delaware Futures, the Diverse Attorney Pipeline Program (D.A.P.P.) in Chicago for 1L diverse female law students, and The Chicago Committee.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

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

OFFERS MADE* (2019)

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

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

OFFERS ACCEPTED* (2019)

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

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

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	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	0	1

The one who neither accepted or declined is due to a postgraduate clerkship.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	12	13
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	14	15

LATERAL OF COUNSEL HIRES (2019)

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

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	13	2
African-American/Black	1	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	16	5

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	5	2
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	5	2

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

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

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)

Saul Ewing Arnstein & Lehr LLP is Mansfield 2.0 Plus certified.

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:

McCormack Schreiber Legal Search; Audrey Golden Associates; Nyne Partners; McClelland Legal Search; Amato Legal Search and Loop Legal Search



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	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

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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	0	1

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	1
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	1
Individuals with Disabilities	0	0
Total	0	3

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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	0	1

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	2
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	1	2

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	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	1	0

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

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

NON-EQUITY PARTNERS

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

EQUITY PARTNERS

	Men	Women
White/Caucasian	0	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	0	1

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)

Saul Ewing Arnstein & Lehr LLP has formally integrated our Diversity & Inclusion initiatives with our Career Development initiatives for greater impact. We believe that we cannot achieve our diversity and inclusion goals without addressing the career development needs of our diverse lawyers, nor can our non-diverse lawyers develop professionally without increasing their cultural competence and inclusion proficiency. Our mentoring program plays an important role in cultivating, developing and retaining our diverse associates to serve as the next generation of successful attorneys and firm leaders. In addition, Saul Ewing Arnstein & Lehr LLP has a formal "Program for the Retention of Minority Lawyers" which is tied to the firm's strategic plan. This program provides oversight of the mentoring and sponsorship opportunities for our minority attorneys, how work is distributed, and who is chosen for business development and professional development opportunities. Our Diversity & Inclusion Committee sponsors an annual All-Attorney Diversity & Inclusion Retreat to provide annual training around topics tied to unconscious bias and cultural competency. Examples of topics we have trained on include The Impact of Unconscious Bias on Sponsorship, Generational Diversity, Inclusive Leadership, and Practical Strategies for Working Across Differences. In addition, Saul Ewing Arnstein & Lehr LLP provides forums for championing the unique perspectives and experiences of our women, minority or disabled attorneys and promoting their inclusion in opportunities for significant work and advancement at the firm. These groups include the Diversity & Inclusion Committee (discussed above), the Women's Development Initiative (WDI), the LGBTQ Resource Group, the Minority Attorney Resource Group, and Allies for Work-Life Integration (ALL WIN). Saul Ewing Arnstein & Lehr is a Mansfield Plus certified firm for 2019.

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

Yes

Comments:

A key component of Saul Ewing Arnstein & Lehr LLP's efforts to maintain a lasting culture that values, fosters and achieves diversity and inclusion at every level is the fact that we recognize that our commitment to diversity and inclusion requires a progressive approach to work/life integration, including the recognition that the Firm cannot offer a "one size-fits-all" work schedule. We offer a progressive Flexible Working Arrangement policy that enables attorneys to work flexible hours while remaining committed professionals. The Firm makes it easy to work outside the office, providing securitized access to the Firm's computer network as well as telephone options that allow individuals to work as if they were sitting at their desks. Saul Ewing Arnstein & Lehr LLP's ALL WIN-Allies for Work-Life Integration works in conjunction with the Career Development and Diversity & Inclusion Committees to identify creative solutions and propose innovative policies for helping all attorneys at the firm attain work-life integration, ensure that all attorneys have adequate support and opportunities for success irrespective of their work-life integration choices, and to provide support for attorneys who take advantage of, or who work with attorneys who take advantage of, the firm's Flexible Working Arrangement Policy.

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?

Our Associates and Counsel with Flexible Working Arrangements are eligible for partnership consideration on the same basis as other Associates and Counsel. The partnership track may, but will not necessarily, be elongated.

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

Do not track this information.



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	1	1	121
Of counsel	10	7	17	49
Non-equity partner	1	2	3	99
Equity partner	0	0	0	119



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	10	4
African-American/Black	0	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	12	6

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	8	6
African-American/Black	0	1
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
Total	10	13

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	21	31	20
Number of such positions held by:			
Minorities	3	1	1
Women	4	5	5
LGBTQ attorneys	1	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? 18

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

Saul Ewing Arnstein & Lehr LLP proudly embraces diversity and inclusion among its core values and is committed to sustaining and expanding a work environment that supports diverse attorneys and staff. As stated by our Managing Partner, Barry F. Levin, "Saul Ewing Arnstein & Lehr attorneys do not all look the same, act the same or think the same. Our firm values these differences. They enrich the quality of our legal services, help us reflect the values of our clients and connect us more deeply with our communities." We fully recognize that achieving a diverse and inclusive workplace is a long process that requires determination and sustained effort. Our commitment to diversity and inclusion remains strong. From firm-wide participation in the Martin Luther King, Jr. Day of Service, to supporting minority-owned businesses, to actively recruiting attorneys who represent different ethnicities, genders, sexual orientations, life experiences and convictions, we pride ourselves on being on the vanguard of diversifying law firm culture. We strive to be a leader among peer law firms in our diversity and inclusion initiatives. We are proudly committed to providing equal opportunities for all to succeed. We define diversity broadly as the differences among people, including race, culture, ethnicity, gender, gender identity or expression, sexual orientation, disability, religion, language and experiences. We recognize that diversity among our attorneys enriches the quality of the services the firm provides to our clients. We recognize that every employee is a vital part of the organization, and we recognize that diversity throughout the entire firm is essential to our continued success. Saul Ewing Arnstein & Lehr's Strategic Plan embodies an overarching goal of incorporating diversity and inclusion management principles into all systems, policies, practices and procedures that form the fabric of day-to-day life at the firm.

To reinforce Saul Ewing Arnstein & Lehr LLP's commitment to diversity and inclusion, the firm provides forums for championing the unique perspectives of our diverse attorneys and promoting their inclusion in opportunities for significant work and advancement at the firm. These groups include the Diversity & Inclusion Committee, the Women's Development Initiative, the LGBTQ+ Resource Group, the Minority Attorney Resource Group, and Allies for Work-Life Integration (ALL WIN). In addition, The Firm supports attorneys attendance at and participation in events sponsored by the MCCA, LCLD, CYOC, CCWC, and numerous national and local minority bar associations and programs, as well as regional events for local groups. We are fortunate to have strong relationships with so many wonderful diversity and inclusion focused organizations and we continue building on those strengths. Many of our attorneys have represented Saul Ewing Arnstein & Lehr LLP in local and regional roundtables and programming and continue to be at the forefront of the rapidly evolving intersection of diversity and inclusion and the law.

Saul Ewing Arnstein & Lehr LLP has formally integrated our Diversity & Inclusion initiatives with our Career Development initiatives for greater impact. We believe that we cannot achieve our diversity and inclusion goals without addressing the career development needs of our diverse lawyers, nor can our non-diverse lawyers develop professionally without increasing their cultural competence and inclusion proficiency. Our mentoring program plays an important role in cultivating, developing and retaining our associates to serve as the next generation of successful attorneys and firm leaders. Every associate is paired with a partner mentor who provides direction and encouragement in career and business development, including meeting with the paired associate quarterly to discuss the associate's progress towards achieving the goals set forth in his or her individual Career Development Plan. More junior associates are also paired with a counsel/associate mentor to help facilitate the transition to firm life at Saul Ewing Arnstein & Lehr LLP, covering everything from "how do I approach a partner for work" to "what do people do at lunch?" Our mentors volunteer to serve in that role and are committed to playing an important part in career development. They draw on their own interpersonal skills including attentive listening, communication, counseling, coaching, goal-setting, and advocacy, while being sympathetic, proactive, persistent and committed to associates' goals. In addition, Saul Ewing Arnstein & Lehr LLP has a formal "Program for the Retention of Minority Lawyers" which is tied to the firm's strategic plan. This program provides oversight of the mentoring and sponsorship opportunities for our minority attorneys, how work is distributed, and who is chosen for business development and professional development opportunities. Our Diversity & Inclusion Committee sponsors an annual All-Attorney Diversity & Inclusion training which brings together firm leaders, partners, associates, and management to discuss diversity and inclusion as it relates to daily life at the firm, attorney development, and our clients' needs. We use our annual Diversity & Inclusion training to address topics tied to unconscious bias and cultural competency. Examples of topics we have trained on include The Impact of Unconscious Bias on Sponsorship, Generational Diversity, Inclusive Leadership, and Practical Strategies for Working Across Differences. We will continue to deepen these discussions by strategically building upon the discussions from prior years. In addition, we reinforce what we learn through by infusing these topics in other training and development initiatives.

Saul Ewing Arnstein & Lehr is a Mansfield Plus certified firm and is participating in Mansfield 3.0. Mansfield Rule 3.0 is a one-year program piloted by The Diversity Lab running from July 2019 to July 2020 in an effort to boost diversity and inclusion in the legal profession. The Mansfield Rule was inspired by the NFL's Rooney Rule, created by the late Dan Rooney in 2003. The Mansfield Rule 3.0 requires law firms to consider at least 30% women, disabled, racially and ethnically diverse, and/or LGBTQ+ lawyers for specific leadership and governance roles, equity partner promotions, and senior lateral positions. The goal of the Mansfield Rule 3.0 is to boost the representation of diverse lawyers in law firm leadership by broadening the pool of candidates considered for these opportunities.