

Crowell & Moring LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Brussels, Belgium; London, England; Los Angeles, CA; Orange County, CA; San Francisco, CA; New York City, NY; Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Philip Inghima, Firm Chair, Partner

Diversity team leader(s): Don Smith, Chief Talent and Inclusion Officer

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	515	529
U.S. offices only	465	478

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	44	35
African-American/Black	1	8
Hispanic/Latinx	4	3
Alaska Native/American Indian	0	0
Asian	9	12
Native Hawaiian/Pacific Islander	1	1
Multiracial	1	2
Openly LGBTQ	8	3
Individuals with Disabilities	n/a	n/a
Total	60	61

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	5
African-American/Black	0	1
Hispanic/Latinx	1	4
Alaska Native/American Indian	0	0
Asian	2	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	1	3
Individuals with Disabilities	n/a	n/a
Total	9	17

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	73	17
African-American/Black	3	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
Total	80	21

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	47	17
African-American/Black	1	1
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	4	1
Individuals with Disabilities	n/a	n/a
Total	56	24

OF COUNSEL (2019)

	Men	Women
White/Caucasian	72	72
African-American/Black	2	5
Hispanic/Latinx	4	6
Alaska Native/American Indian	0	0
Asian	1	12
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	4	2
Individuals with Disabilities	n/a	n/a
Total	80	96

NEW HIRES (2019)

	Men	Women
White/Caucasian	24	18
African-American/Black	2	1
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	6	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	5	1
Individuals with Disabilities	n/a	n/a
Total	32	29

Strategic Plan and Diversity Leadership

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

Firm leadership and the Diversity Council Steering Committee co-chairs, along with the Chief Talent and Inclusion Officer and the Marketing department use firm-wide and office-wide emails to communicate diversity initiatives. In addition, the firm uses its intranet and internet web pages to highlight upcoming events, resources, affinity groups, and other diversity-related accomplishments. The Diversity Council, in coordination with the Marketing department, also produces an annual diversity report and diversity & inclusion sub-branding for emails, documents, and other materials — in response to the open letter that general counsel and chief legal officers published in 2018 challenging law firms to do better when it comes to investing in and promoting their diverse and female attorneys, Crowell & Moring published its Women and Diverse Partner Brochure in early 2020, highlighting our diverse and female partners. New hire and summer associate orientations include a presentation on the firm's diversity initiatives and efforts as well.

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

1) John Gibson, Partner, Co-Chair, Diversity Council Steering Committee 2) Juan Arteaga, Partner, Co-Chair, Diversity Council Steering Committee 3) Don Smith, Chief Talent and Inclusion Officer

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 21

Total hours spent on diversity: [No response]

Comments: The firm's Diversity & Inclusion work cuts across other Firm activities and committees, including the Recruiting, Summer Associate, and Lawyer Development Committees. Externally, the Firm has a number of matter numbers for professional associations such as the Women's Bar Association, but not all external efforts may have been captured under stand-alone matter numbers.

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.

At the beginning of each year, the Chief Talent and Inclusion Officer, in concert with the Diversity Council Steering Committee Co-Chairs, sets the strategic direction for diversity and inclusion at the firm, with quarterly goals to hold them, leadership, and the Firm accountable to that direction.

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

Yes

If yes, is it formal or informal?

Formal

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

Monthly

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

The Diversity Council, working with other firm functions, identifies broad objectives to be achieved and steps to be taken in achieving these objectives on an ongoing basis, by individual attorneys, practice groups, firm committees, and firm management, with the diversity leadership team identifying key strategic goals on an annual basis. The diversity leadership team regularly communicates with firm management regarding progress made, and to make recommendations regarding additional efforts. On an individual level, partners are asked to identify, as part of the partner self-evaluation process, personal efforts made towards furthering the firm's diversity goals. Internally, we also track: (1) headcount and metrics in reports to clients and diversity surveys, (2) attorney utilization in our Staffing & Utilization meetings with practice group leaders, (3) recruitment and retention data for our Annual Report, and 4) bi-annual demographic data tracking and measuring against national statistics. In August 2019, Crowell & Moring earned full Mansfield Rule 2.0 certification, which holds the firm accountable to achieving 30% diverse attorney consideration for candidate pools of leadership positions, equity partner promotions, and lateral, mid-level associate, counsel, and partner hires. We are currently participating in Mansfield Rule 3.0.

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): Focus on expanding talent, business, and client development exposure and opportunities for diverse attorneys.



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): In 2019, the firm's Women's Leadership Initiative network hosted several client engagement events and leadership trainings.



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.

Crowell & Moring's Washington, D.C. office sponsors a tutoring program with students from the Thurgood Marshall Academy Public Charter School, a predominantly African American school located in the District's low-income Anacostia neighborhood that serves grades 9-12. The firm's Southern California offices provide internships to high school students through Project Self, a joint program of the Orange County Bar Foundation and the Orange County Chapter of the Association of Legal Administrators, and through the Constitutional Rights Foundation in Los Angeles. In addition, many Firm attorneys volunteer with groups, ranging from charter schools to community organizations, which focus on high school, middle school and grade school students from underserved communities. The firm is also a supporter of Legal Outreach — an organization that prepares urban youth from underserved communities in New York City to compete at high academic levels by using intensive legal and educational programs as tools for fostering vision, developing skills, enhancing confidence, and facilitating the pursuit of higher education. In 2019, the firm brought Legal Outreach students from New York to Washington, D.C. for a memorable and intimate conversation with Chief Justice John Roberts.



Recruitment - New Associates

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

Ivy League law schools: Columbia Law School; Harvard Law School

Other private law schools: Cardozo School of Law; Duke University School of Law; Fordham University School of Law; Georgetown Law Center; George Washington University School of Law; University of Southern California Law School; Loyola Law School, Los Angeles

Public state law schools: University of California-Berkeley (Boalt Hall); University of California-Hastings School of Law; University of California-Irvine School of Law; University of California—Los Angeles School of Law; University of Michigan Law School; University of Virginia School of Law

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

Diversity job fairs: Bay Area Diversity Career Fair; Lavender Law job fair; DC "Road Show" recruiting events focusing on attracting African American law students to large Washington, D.C. law firms

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?

Due to COVID-19 the majority of 1L recruiting programs were cancelled. We participated in the follow programs before the start of COVID-19.

1.Columbia 1L Networking Night2.Howard 1L Private Sector Reception3.Michigan Meet the Employers Event



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	5
African-American/Black	0	1
Hispanic/Latinx	1	4
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	1	3
Individuals with Disabilities	n/a	n/a
Total	9	16

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	6	5
African-American/Black	0	1
Hispanic/Latinx	1	4
Alaska Native/American Indian	0	0
Asian	2	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	1	3
Individuals with Disabilities	n/a	n/a
Total	9	17

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	5	5
African-American/Black	0	1
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	0
Asian	2	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	1	3
Individuals with Disabilities	n/a	n/a
Total	8	16

NEITHER ACCEPTED NOR DECLINED (2019)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	1	0
African-American/Black	0	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	1	1

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

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

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	8	7
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	9	10

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

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

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	1	4
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	1
Individuals with Disabilities	n/a	n/a
Total	1	5

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

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

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?

Unknown

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

[No response]



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
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	n/a	n/a
Total	1	2

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

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

6TH-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	n/a	n/a
Total	0	0

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-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	1	0

8TH-YEAR PLUS 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	n/a	n/a
Total	0	1

OF COUNSEL

	Men	Women
White/Caucasian	15	4
African-American/Black	0	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	16	7

NON-EQUITY PARTNERS

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

EQUITY PARTNERS

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

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:

There are a number of flexible arrangements available to Firm attorneys, but the only type for which the Firm has a formal policy is the Balanced Hours arrangement. Many attorneys, including attorneys who work on a Balanced Hours schedule, utilize Flexible Start/End Times and remote work, but the Firm does not track the number of attorneys who utilize them.

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?

Working a balanced (or reduced) hours schedule does not affect the evaluation process or the factors considered for promotion. Balanced hours lawyers remain eligible for promotion.

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

Crowell & Moring does not track the historical information necessary to provide an accurate count.



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	4	7	11	121
Of counsel	19	46	65	176
Non-equity partner	6	3	9	80
Equity partner	0	8	8	101



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	11	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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	15	4

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	1	3
African-American/Black	2	1
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	0
Asian	3	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	2
Individuals with Disabilities	n/a	n/a
Total	9	12

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	4	40	29
Number of such positions held by:			
Minorities	2	3	6
Women	1	9	10
LGBTQ attorneys	0	1	0
Individuals with Disabilities	n/a	n/a	n/a

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? 5

Minorities heading offices: 2 — Orange County (27); Los Angeles (39)

Women heading offices: 1 — Orange County (27)

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 3 total — Antitrust (60); Environment, Energy & Natural Resources (30); Public Service (2 — open firm-wide)

Women heading practices: 9 total — Advertising & Media (11); Aviation (3); Environment, Energy & Natural Resources (30); Insurance/Reinsurance (17); Intellectual Property (39); International Trade (30); Litigation (80); Mass Tort, Product, and Consumer Litigation (46); Public Service (2 — open firm-wide)

LGBTQ attorneys heading practices: 1 total - Insurance/Reinsurance (17)

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: 8 Total — Diversity Council (22); Lawyer Development Committee (21); Public Service Committee (23); Women's Leadership Initiative (10); Recruiting Committee (12); Crowell Caregiver Network (3)

Women heading committees: 11 Total — Crowell Caregiver Network (3); Executive Committee (4); Public Service Committee (23); Recruiting Committee (12); Security Committee (3); Women's Leadership Initiative (10)

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

Crowell & Moring has continued its efforts to make strides in diversity and inclusion, in service of our diverse talent and, in turn, of our clients. In 2019, the firm selected its first Chief Talent and Inclusion Officer, merging recruiting, talent development, and diversity and inclusion and weaving a talent development approach into the firm's strategy for advancing our ongoing diversity and inclusion initiative. We also introduced and continued several programs in 2019, including:

Mansfield Rule

To supplement our recruiting and leadership pipeline efforts, the firm signed on to the Mansfield Rule 2.0 initiative in 2018 and earned Mansfield Rule 2.0 certification in 2019. This program is geared towards closing the gender gap and boosting diversity by utilizing data to encourage and measure meaningful progress related to lateral hiring, promotions, leadership position appointments, and client engagement opportunities. As part of our participation, we regularly assess and analyze our talent pipeline and develop accountability measures like regularly reviewing data related to our diversity and inclusion efforts. We anticipate earning Mansfield Rule 3.0 certification in 2020 and have signed on for Mansfield Rule 4.0; also known as Mansfield Rule 2021. Internally, we also track: (1) headcount and metrics in reports to clients and diversity surveys, (2) attorney utilization in our Staffing & Opportunity Meetings with practice group leaders, (3) recruitment and retention data for our Annual Report, and (4) demographic data tracking and measuring against national statistics.

UCI Law Scholarship

In 2019, Crowell & Moring was proud to create and endow a scholarship fund at the University of California, Irvine School of Law that will award \$5,000 to an incoming UCI first-year law student who demonstrates an interest in promoting diversity and inclusion in the legal profession. The scholarship will be renewed in the student's second and third years.

Sponsorship 3.0

In 2019, the firm continued its annual Sponsorship Program, which focuses on the inclusivity and promotion of women, LGBTQ+ attorneys, and attorneys of color and consists of a variety of workshops, programs, and internal networking opportunities over the course of six months. The program targets associates, counsel, and partners from a broad range of practice areas and geographic locations and provides meaningful opportunities to our high-performing, up and coming lawyers, particularly women and attorneys from diverse backgrounds. The purpose of this initiative is to: 1) build and maintain a strong pipeline of talent; 2) broaden diverse talent visibility; 3) promote access to critical relationships across the business; 4) accelerate key development opportunities; and 5) encourage a greater sponsorship culture at the firm.

Talent Pipelining

In 2019, Crowell & Moring's Diversity & Inclusion department began formally tracking individual attorney professional, career, networking, and client development accomplishments and opportunities for the firm's promotion track diverse talent (attorneys of color and LGBTQ+ attorneys). Data gathered through this process is reviewed and updated on an ongoing basis and informs discussions with firm and practice group leadership, as well as individual attorneys, as it relates to their career progression at the firm.

Diversity Retreat

In 2019, we held our second bi-annual Diversity Retreat, bringing together over 60 of the firm's LGBTQ+ attorneys and attorneys of color for two days of business, networking, and professional development opportunities. The retreat, titled "Real Conversations, Real Opportunities," was a tremendous hit with our attorneys and provided a meaningful and effective forum where everyone benefitted from courageous, impactful, and vulnerable conversations.

NY Client Event

In May 2019, more than 50 in-house counsel and Crowell & Moring lawyers and staff attended the New York office's discussion and networking reception with Carla Harris, Morgan Stanley's vice chairman and managing director. Harris, the first African American person to serve on Morgan Stanley's Management Committee, led a discussion about professional development strategies that both in-house and outside counsel can employ to maximize their individual career trajectories.

AdvanceLaw Mentoring Program

In 2019, Crowell & Moring signed onto AdvanceLaw's Diversity Mentorship Program. AdvanceLaw, a collective of 250 general counsel that shares performance data to identify and retain star lawyers, launched a mentorship program in 2019 that matches GCs and other senior lawyers from participating companies with diverse "rising star" associates and counsel at law firms that are within the AdvanceLaw network. The program provides an opportunity for our diverse associates and counsel to receive mentorship and valuable client exposure. AdvanceLaw matched 10 mid-level and senior associates and counsel from diverse backgrounds with senior in-house mentors for career coaching, professional support, and business development guidance.