

Faegre Baker Daniels (As of Feb. 1, 2020 Faegre Drinker Biddle & Reath)

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Albany, Beijing, Boulder, Chicago, Dallas, Denver, Des Moines, Florham Park, Fort Wayne, Hartford, Indianapolis, London, Los Angeles, Minneapolis, New York, Philadelphia, Princeton, San Francisco, Shanghai, Silicon Valley, Washington, D.C., Wilmington

DIVERSITY LEADERSHIP

Head(s) of Firm: Tom Froehle, Chair and Managing Partner (Legacy Faegre Baker Daniels); Tom Froehle, Co-Chair and Andrew Kassner, Co-Chair (Faegre Drinker)

Diversity team leader(s): Brita Horvath, Director of Diversity & Inclusion (Legacy Faegre Baker Daniels); Maria Lewis, Chief Diversity Officer (Faegre Drinker)

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1244	736
U.S. offices only	1208	708

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Law Firm Demographic Profile

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	109	96
African-American/Black	6	9
Hispanic/Latinx	8	6
Alaska Native/American Indian	0	2
Asian	8	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	8
Openly LGBTQ	2	3
Individuals with Disabilities	n/a	n/a
Total	136	129

We don't formally track information re: those who may self-identify as an individual with a disability.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	225	90
African-American/Black	1	1
Hispanic/Latinx	3	3
Alaska Native/American Indian	0	0
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	232	98

(1) Note regarding partnership structure: Faegre Baker Daniels has one classification of partner, but a variety of compensation arrangements. (2) We don't formally track information re: those who may self-identify as an individual with a disability.

OF COUNSEL (2019)

	Men	Women
White/Caucasian	37	40
African-American/Black	0	0
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	40	45

We don't formally track information re: those who may self-identify as an individual with a disability.

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	15	16
African-American/Black	4	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	21	22

We don't formally track information re: those who may self-identify as an individual with a disability.

NON-EQUITY PARTNERS (2019)

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

(1) Note regarding partnership structure: Faegre Baker Daniels has one classification of partner, but a variety of compensation arrangements. (2) We don't formally track information re: those who may self-identify as an individual with a disability.

NEW HIRES (2019)

	Men	Women
White/Caucasian	30	28
African-American/Black	2	1
Hispanic/Latinx	5	2
Alaska Native/American Indian	0	1
Asian	2	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	39	40

We don't formally track information re: those who may self-identify as an individual with a disability.

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Strategic Plan and Diversity Leadership

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

Faegre Baker Daniels uses a variety of communication channels to convey the importance of diversity and inclusion and to embed diversity and inclusion across all of the firm's functions. The firm's strategic plan incorporates diversity and inclusion; it is part of our vision statement and our stated core values. A firm partner leads the firm's Diversity and Inclusion Advisory Group and two members of the executive committee are also active members of that group allowing for continuous communication among our key leaders. Across our offices various groups regularly discuss diversity and inclusion topics through a variety of platforms, such as meetings that include all lawyers, all personnel, practice group leaders, client service teams, legal talent groups, as well as meetings of the Executive Committee and Management Board.

Our internal intranet is an important vehicle for sharing information about diversity and inclusion. The diversity pages on this site provide a calendar of events, videos of past presentations and diversity topic resources, including an articles library and links to various diversity focused organizations. In addition, reports and dashboards on various diversity and inclusion metrics are distributed internally and externally to clients and organizations upon their request. The intranet's home page regularly features announcements about diversity and inclusion and provides a broad platform to share updates and exchange content.

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

Brita Horvath, Director of Diversity & Inclusion; Kaitlin Fisher, Diversity & Inclusion Coordinator; Daniel Taylor, Diversity & Inclusion Coordinator

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: 16

Total hours spent on diversity: 6159

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

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?

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?

Faegre Baker Daniels has a Diversity & Inclusion Advisory Group composed of partners who are influential leaders from across the firm. The Advisory Group meets regularly to give input and make recommendations about the firm's diversity and inclusion mission, vision, priorities, and action items. The Advisory Group is charged with specific sub-group responsibilities and stays current on diversity and inclusion benchmarks, trends and practices throughout the legal industry. Members of the Advisory Group are personally committed to embedding the firm's diversity and inclusion values into all aspects of our firm. The firm employs a team of professionals to provide diversity and inclusion best-practice guidance, management, education and implementation of the firm's diversity efforts. The Director of Diversity & Inclusion works alongside the Diversity & Inclusion Advisory Group and ensures fulfillment of the diversity and inclusion strategies for recruitment, retention, and promotion.

Is your firm minority-owned or women-owned?

No



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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



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Law Firm Diversity Initiatives

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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



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Law Firm Diversity Initiatives

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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



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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.)



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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.

Developing a diverse pipeline of legal professionals ensures that opportunities exist for the next generation of diverse lawyers. FaegreBD invests in organizations and participates in programs that have expertise in expanding the legal diversity pipeline. These efforts expose high school students to legal careers, provide mentoring, offer workshops to assist with college applications and career fairs, deliver instruction on legal topics, and connect diverse high school students to lawyers in their community. Our pipeline efforts begin with middle school and high school students and continue through college and law school.

Urban Debate League: We support and participate in this organization, which has a proven track record of improving reading and analytical skills among inner-city middle school and high school students.

Street Law Corporate Diversity Pipeline Program: We support and participate in this program, where our lawyers co-teach a semester-long course on civil law to high school students attending an inner-city public school focused on law and public policy.

Cristo Rey Hire 4Ed: Through this program, we provide job experience and financial support for urban students pursuing a college preparatory education. Each student is paired with a lawyer for year-long mentoring.

Center for Leadership Development (CLD) Emerging Scholars: In 2019, FaegreBD began a scholarship offering through CLD. The scholarship recipient receives a \$5,000 scholarship to go towards their college education and is paired with a mentor from the firm.

Leadership Council on Legal Diversity (LCLD) 1L Program: The Program offers 1L students the opportunity to work with attorneys and other legal specialists in our member organizations.

Additional Collaborations: We financially support and host learning opportunities for students through the Council on Legal Education Opportunity (CLEO), and the Philip G. Hubbard Iowa Law School Preparation Program.



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Recruitment - New Associates

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

Ivy League law schools: Harvard

Other private law schools: Chicago; Chicago-Kent; Denver; DePaul; Drake; Duke; Georgetown; John Marshall; Mitchell-Hamline; Loyola Law School; Northwestern; Notre Dame; St. Thomas; Stanford; Washington University — St. Louis

Public state law schools: Berkeley; Colorado; Illinois; Indiana — Maurer; Indiana — McKinney; Iowa; Michigan; Michigan State; Minnesota; Nebraska; UCLA; Virginia; Wisconsin

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

Diversity job fairs: Cook County Minority Job fair; Indianapolis Bar Association Diversity Job Fair; Lavender Law; Minnesota Minority Recruitment Conference; Rocky Mountain Diversity Career Fair

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

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

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

[No response]



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2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

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

We don't formally track information re: Summer Associates who may self-identify as an individual with a disability.

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	13	9
African-American/Black	1	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	15	11

We don't formally track information re: Summer Associates who may self-identify as an individual with a disability.

OFFERS MADE* (2019)

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

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

We don't formally track information re: Summer Associates who may self-identify as an individual with a disability.

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	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

We don't formally track information re: Summer Associates who may self-identify as an individual with a disability.

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Recruitment - Lateral Associates and Partners ^{2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY}

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	10	7
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	1
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	12	12

We don't formally track information re: those who may self-identify as an individual with a disability.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	5	9
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	0	0
Individuals with Disabilities	n/a	n/a
Total	6	10

We don't formally track information re: those who may self-identify as an individual with a disability.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	1	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	0
Individuals with Disabilities	n/a	n/a
Total	1	3

We don't formally track information re: those who may self-identify as an individual with a disability.

NEW PARTNERS PROMOTED* (2019)

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

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

We don't formally track information re: those who may self-identify as an individual with a disability.

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	9	6
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	0
Individuals with Disabilities	n/a	n/a
Total	9	8

We don't formally track information re: those who may self-identify as an individual with a disability.

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Recruitment - Lateral Associates and Partners 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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:

Parker+Lynch; RedLaw Recruitment Ltd.; Nyne Partners; North Star Attorney Search



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Retention and Professional Development

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ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

2ND-YEAR ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

3RD-YEAR ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

4TH-YEAR ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

5TH-YEAR ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

6TH-YEAR ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

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Retention and Professional Development

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ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

8TH-YEAR PLUS ASSOCIATES

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

In 2013, Faegre Baker Daniels transitioned to a levels-based system for Associate career progression and we no longer track Associates by a traditional "class year."

OF COUNSEL

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

(1) "Of Counsel" category Includes Of Counsel, Senior Counsel & Counsel.
 (2) We don't formally track information re: those who may self-identify as an individual with a disability. (3) Departure data excludes retirements.

NON-EQUITY PARTNERS

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

(1) Note regarding partnership structure: Faegre Baker Daniels has one classification of partner, but a variety of compensation arrangements. (2) We don't formally track information re: those who may self-identify as an individual with a disability. (3) Departure data excludes retirements.

EQUITY PARTNERS

	Men	Women
White/Caucasian	7	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	7	2

(1) Note regarding partnership structure: Faegre Baker Daniels has one classification of partner, but a variety of compensation arrangements. (2) We don't formally track information re: those who may self-identify as an individual with a disability. (3) Departure data excludes retirements.

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:

We recognize and affirm that our lawyers can maintain a robust legal practice while working a more flexible work schedule. Our lawyers take advantage of our formal policies that make such flexibility possible. For example, our "Full-Flex Time" policy is available for lawyers who work full-time but regularly work an adjusted schedule or regularly work from a location outside of the office. Additional programs include reduced time, on-and-off ramping before and after child-care leave, and sabbatical leave is available for partners. Our Legal Talent Management staff work directly with Group Leaders to ensure all of lawyers, including those taking advantage of our flex policies, are being mentored, coached, and exposed to great work opportunities.

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?

Lawyers working a reduced-time schedule remain eligible for partnership and can continue to work reduced-time after becoming a partner. This has been our practice for over a decade.

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

We have not historically tracked this data; however, as noted above 5 partners worked part-time in 2019 and we have allowed for partners to work part-time for over a decade.



Faegre Baker Daniels (As of Feb. 1, 2020 Faegre Drinker Biddle & Reath)

Retention and Professional Development

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	10	11	265
Of counsel	12	24	36	85
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	5	5	330

(1) Note regarding partnership structure: Faegre Baker Daniels has one classification of partner, but a variety of compensation arrangements. (2) "Of Counsel" category includes Of Counsel, Special Counsel & Counsel.



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2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	5
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	5

We do not formally track information re: those who may self-identify as an individual with a disability.

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	15	15
African-American/Black	1	1
Hispanic/Latinx	1	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	n/a	n/a
Total	17	18

We do not formally track information re: those who may self-identify as an individual with a disability.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	5
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	8	5

We do not formally track information re: those who may self-identify as an individual with a disability.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	7	5
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	8	5

We do not formally track information re: those who may self-identify as an individual with a disability.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	5	7
African-American/Black	1	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	0	1
Individuals with Disabilities	n/a	n/a
Total	6	10

We do not formally track information re: those who may self-identify as an individual with a disability.

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2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	12	21	0
Number of such positions held by:			
Minorities	0	0	0
Women	3	5	0
LGBTQ attorneys	0	1	0
Individuals with Disabilities	n/a	n/a	n/a

We do not formally track information re: those who may self-identify as an individual with a disability.

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? 22

Minorities heading offices: [No response]

Women heading offices: Eileen Considine, Albany (2); Abigail Butler, Fort Wayne (29); Kathy Osborn, Indianapolis (205); Dorothy Bolinsky, Princeton (22); Cheryl Orr, San Francisco (15); Maureen Donahue Hardwick, Washington, D.C., (95)

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: We do not formally track information re: those who may self-identify as an individual with a disability.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: Practice Group Leads: Sarah Bassler Millar, Benefits & Executive Compensation (38); Deborah Ellingboe, Business Litigation (270), Cheryl Orr, Labor & Employment (93); Lisa Presser, Private Client (39) Industry Team Leads: Heather Abrigo, Financial Services (234); Breia Schleuss, Food and Agribusiness (207); Mary Devlin Capizzi, Health & Life Sciences (315); Sara Manske Powell, Insurance (134); M. Angela Castille, International (190); Kathleen Murphy, Consumer Products & Retail (222); Zoe Wilhelm, Consumer Products & Retail (222)

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: We do not formally track information re: those who may self-identify as an individual with a disability.

COMMITTEE LEADERS

Minorities heading committees: Maria Lewis, Chair, Diversity & Inclusion Committee (31); David Williams, Co-Vice-Chair, Diversity & Inclusion Committee (31), John Yi, Co-Chair, Associates Committee (34)

Women heading committees: Lynne Anne Anderson, Co-chair, Women's Steering Committee (39); Lauren Barta, Co-Chair, Women's Steering Committee (39); Jennifer R. Breuer, Co-chair, Women's Steering Committee (39); Caryn Glawe, Co-Chair, Hiring Committee (15); Gina Kastel, Co-Chair, Partner Compensation Committee (18); Maria Lewis, Chair, Diversity & Inclusion Committee (31); Yvonne Miller, Chair, Benefits Committee (10); Judy Reich, Co-Chair, Partner Compensation Committee (18); Anne Ricchiuto, Co-Chair, Women's Steering Committee (39); Kelly Tautges, Chair, Pro Bono Committee (15)

LGBTQ attorneys heading committees: n/a

Individuals with Disabilities heading committees: Not tracked



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2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

The Firm Says

Faegre Baker Daniels' commitment to diversity begins with our firm's core values. We understand that diversity and inclusion are among the key attributes that allow us to attract the best talent and foster a vibrant and collaborative environment. The result is a distinct, strategic advantage for our clients and endless professional and practice development potential for our lawyers and professional staff.

Everyone who joins our firm has a role to play in advancing diversity and inclusion. The Diversity & Inclusion Advisory Group and full-time diversity professional staff lead and oversee strategic efforts to embed diversity and inclusion throughout the firm's processes, policies, practices, departments and programming. The advisory group is composed of influential thought leaders from various offices and practices who stay current on diversity and inclusion benchmarks, trends and practices throughout the legal industry.

The firm has reinforced our commitment to diversity and inclusion by establishing programming and processes in four areas: (1) recruitment, (2) retention and advancement, (3) education and awareness, and (4) communications. Our diversity advisory group has implemented strategic efforts that address lateral recruiting strategies, growth of affinity resource groups including in-person retreats that occur annually in the fall for the Diverse Lawyers Resource Group (DLRG) and every 2-3 years for the Women's Forum for Achievement Leadership Council (WFA LC), strategic planning efforts, leadership and advancement opportunities, client collaborations, and expansion of data and metrics that drive change. We take a comprehensive approach to assessing our diversity and inclusion efforts, which include data analysis/objective measures and qualitative outreach/subjective measures. Together, these measures and the resulting analysis inform our diversity and inclusion strategies/priorities and guide actions, efforts, investments and resources.

A strong pipeline of diverse legal professionals is of paramount importance at FaegreBD. Our pipeline efforts begin with high school students and continue through college and beyond. Programs and organizations include Street Law Corporate Diversity Pipeline Program, Cristo Rey Hire 4Ed, College Scholarships and Just the Beginning Foundation. We financially support and host learning opportunities for students through the Council on Legal Education Opportunity (CLEO) and Center for Leadership Development (CLD).

Our commitment to diversity and inclusion continues with law school students. Programs include Diversity Fellowships to 2Ls, Leadership Council on Legal Diversity (LCLD) 1L Scholars and Twin Cities Diversity in Practice and participation in diversity job fairs such as Lavender Law, Minnesota Minority Recruitment Conference, IndyBar Diversity Job Fair, Cook County Diversity Job Fair and the Rocky Mountain Diversity Job Fair.

Developing individuals from a variety of backgrounds and experiences makes our firm a desirable place to work. FaegreBD understands that success is measured not only in the recruitment of attorneys and professionals with diverse backgrounds, but in their development, advancement and retention. We invest in our people and ensure they thrive in their legal practice and career development.

FaegreBD maintains a culture of continuous learning and development. Associates receive substantial guidance and development by working alongside more senior lawyers on important client matters. Additionally, the Associate Career Model tailors to each associate the corresponding work opportunities, practical skills development and application of client service principles that are necessary for advancement. Associates receive a series of training courses in practice skills, marketing and business development, law firm business operations and professional development. Upon joining the firm, each associate is assigned an advisor who offers associates support and guidance throughout their career paths.

During the year, we host events that educate about diversity and inclusion. In 2019, the firm's Dr. Martin Luther King, Jr. Remembrance program included a keynote by Maggie Anderson. Maggie highlighted her family's path to making history and dominating headlines as they spent a year using their buying power to support black-owned businesses and counter the social and economic crisis. Our annual PRIDE celebration event focused on "Living Trans in America" as presented by Ellen (Ellie) Krug, lawyer and Founder and President of Human Inspiration Works.

Our affinity resource groups provide opportunities for our professionals who are connected by a common dimension of diversity to come together and build relationships, attain support networks and resources, have visibility with leadership and aid the firm in driving positive business results. The affinity resource groups (Women's Forum for Achievement, Diverse Lawyers Resource Group, and LGBT Resource Group) meet regularly and their activities are guided by their strategic priorities and achievement of specific goals.

FaegreBD participated in the first Women in Law Hackathon, a competition generating innovative ideas to close the gender gap in law firms. The firm implemented two initiatives from this inaugural effort: Mansfield Rule and OnTrack for Partnership. As a Mansfield Certified Plus law firm, FaegreBD was one of the "trailblazing law firms" that demonstrated meaningful progress in creating diverse leadership teams and developing diverse pipelines to leadership. Modeled after the National Football League's revolutionary Rooney Rule, the Mansfield Rule measures the diversity of consideration pools for leadership positions in law firms, affirmatively considering at least 30% women, lawyers of color, and LGBTQ+ lawyers for leadership and governance roles, equity partner promotions, formal client pitch opportunities, and senior leadership positions. We are one of only 50 firms nationwide to receive the "Plus" certification, not only for meeting the consideration pool requirements but also for successfully reaching at least 30% representation in a notable number of current leadership roles.

In support of our commitment to retain top talent and provide preeminent legal services, FaegreBD recognizes and affirms that a lawyer can maintain a robust legal practice while having a more flexible work schedule. In addition, our benefits follow best practices identified by organizations such as the Human Rights Campaign and the Diversity & Flexibility Alliance. We offer a "Full-Flex" policy for lawyers who work full-time but have a need for an adjusted schedule or to work remotely and we provide options for reduced-time practice. For more than a decade, we have made it possible for lawyers to become partners while working a reduced-time schedule, and to continue to work reduced-time after becoming partner. We offer generous parental leave with on- and off-ramping before and after in order to assist with transitions. Both men and women take advantage of these policies.

FaegreBD's leadership model outlines inclusive approaches for selection of leaders. Our nominating committee intentionally seeks candidates with a broad spectrum of backgrounds and viewpoints. As of May 1, 2020 (as a combined firm — as of Feb. 1, 2020): our executive leadership team is 37 percent female; our elected board of twenty members is represented by ten women (50 percent); 66 percent of our group leaders are women; 58 percent of our industry team leaders are women; 28 percent of our U.S. office leaders are women and 60 percent of our operations leadership team, who direct the planning and operations of administrative departments, are women. Diversity and inclusion is not something that any one individual-or firm-achieves on its own. For that reason, we have built collaborative relationships with clients, professional associations and community organizations. FaegreBD is a founding member of the Leadership Council on Legal Diversity and Twin Cities Diversity in Practice. We are members of the National Association of Women Lawyers, Association of Law Firm Diversity Professionals and the Chicago Committee on Minorities in Large Law Firms. We sponsor the National LGBT Bar Association, LAMBDA Legal, Diversity & Flexibility Alliance and the Minority Corporate Counsel Association, as well as numerous local organizations that focus on diversity and inclusion in communities where we have offices.

In recent years, FaegreBD was recognized with the following awards: • Human Rights Campaign (HRC) - Best Places to Work for LGBT Equality, 100 Percent Corporate Equality Index score, 2019, 2018, 2017, 2016, 2015, 2014 and 2013 • Working Mother and Flex-Time Lawyers - 50 Best Law Firms for Women, 2019, 2018, 2017, 2016, 2015, 2014, 2013

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and 2012• Women in Law Empowerment Forum - Gold Standard Certification, 2019, 2018, 2017,2016, 2015, 2012• Law360 - Ranked in the 100 Best Law Firms for Female Attorneys, 2017, 2016, 2015• Leadership Council on Legal Diversity (LCLD) - Top Performer, 2016-17• Greater Des Moines Partnership - Inclusion Award, 2015• Xerox Law Firm Diversity Survey - Recognized as a firm whose initiatives reflect a strong commitment to diversity, 2013• Marion County (Indiana) Bar Association - Commitment to Diversity Award, 2013• Minnesota Women Lawyers - Leadership Award, 2013• Center for Legal Inclusiveness - Inclusiveness Award, Outstanding Law Firm Member, 2011

FaegreBD is committed to achieving greater diversity and inclusion. This is a core value of our firm and a business imperative in our industry. More information is available at: <https://www.faegredrinker.com/en/about/diversity-and-inclusion#!#tab-Overview>.

