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LOCATIONS

U.S. Office Locations: Albuquerque, NM; Anchorage, AK; Atlanta, GA; Austin, TX; Birmingham, AL; Boston, MA; Charleston, WV; Charlotte, NC; Chicago, IL; Cleveland, OH; Columbus, OH; Dallas, TX; Denver, CO; Detroit, MI; Fayetteville, AR; Fresno, CA; Greenville, SC; Houston, TX; Indianapolis, IN; Irvine, CA; Kansas City, MO; Las Vegas, NV; Lexington, KY; Long Island, NY; Los Angeles (Century City), CA; Los Angeles (Downtown), CA; Madison, WI; Memphis, TN; Miami, FL; Milwaukee, WI; Minneapolis, MN; Nashville, TN; Newark, NJ; New Haven, CT; New York, NY; Orlando, FL; Overland Park, KS; Philadelphia, PA; Phoenix, AZ; Pittsburgh, PA; Portland, ME; Portland, OR; Providence, RI; Reno, NV; Rochester, NY; Sacramento, CA; Salt Lake City, UT; San Diego, CA; San Francisco, CA; San Jose, CA; San Juan, Puerto Rico; Santa Maria, CA; Seattle, WA; St. Louis, MO; Tysons Corner, VA; Walnut Creek, CA; Washington, D.C. Global Office Locations: Amsterdam, Netherlands; Barranquilla, Colombia; Berlin, Germany; Bogotá, Colombia; Brussels, Belgium; Cali, Colombia; Caracas, Venezuela; Düsseldorf, Germany; Frankfurt, Germany; Guatemala City, Guatemala; Hamburg, Germany; London, United Kingdom; Lyon, France; Managua, Nicaragua; Mechelen, Belgium; Medellín, Colombia; Mexico City, Mexico; Milan, Italy; Monterrey, Mexico; Munich, Germany; Oslo, Norway; Panama City, Panama; Paris, France; San José, Costa Rica; San Pedro Sula, Honduras; San Salvador, El Salvador; Santo Domingo, Dominican Republic; Toronto, Canada; Valencia, Venezuela; Vienna, Austria.

DIVERSITY LEADERSHIP

Head(s) of Firm: Thomas Bender, Co-President and Managing Director; Jeremy Roth, Co-President and Managing Director
Diversity team leader(s): Mark T. Phillis, Shareholder; Natalie Pierce, Shareholder

NUMBER OF ATTORNEYS

	TOTAL NUMBER OF ATTORNEYS	
	Currently	As of December 31, 2019
Worldwide	1552	1567
U.S. offices only	1086	1087



Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	128	175
African-American/Black	7	20
Hispanic/Latinx	12	26
Alaska Native/American Indian	0	0
Asian	15	30
Native Hawaiian/Pacific Islander	0	2
Multiracial	4	10
Openly LGBTQ	7	7
Individuals with Disabilities	n/a	n/a
Total	168	264

Two men Associates and one woman Associate chose not to disclose their ethnicity. *Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	253	97
African-American/Black	7	8
Hispanic/Latinx	8	8
Alaska Native/American Indian	0	1
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	9	8
Individuals with Disabilities	n/a	n/a
Total	270	118

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

OF COUNSEL (2019)

	Men	Women
White/Caucasian	40	115
African-American/Black	1	6
Hispanic/Latinx	0	7
Alaska Native/American Indian	0	0
Asian	1	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	2	5
Individuals with Disabilities	n/a	n/a
Total	43	140

This category captures Other Attorney headcounts. Of Counsel are included with the Associates headcount. One female Other Attorney chose not to disclose her ethnicity. *Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

SUMMER ASSOCIATES (2019)

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

One female Summer Associate chose not to disclose her ethnicity. *Littler does not track LGBTQ data or disability status for Summer Associates.

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	26	38
African-American/Black	2	2
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	4	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	2	3
Individuals with Disabilities	n/a	n/a
Total	34	50

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

NEW HIRES (2019)

	Men	Women
White/Caucasian	47	95
African-American/Black	3	11
Hispanic/Latinx	1	10
Alaska Native/American Indian	0	0
Asian	4	8
Native Hawaiian/Pacific Islander	0	2
Multiracial	4	1
Openly LGBTQ	2	4
Individuals with Disabilities	n/a	n/a
Total	61	129

Two men and two women attorneys chose not to disclose their ethnicity. *Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

Strategic Plan and Diversity Leadership

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

Internal communications, intranet, website, newsletters, meetings, press releases, social media posts, videos, affinity group communications, communications from managing directors, a reception hosted by the Diversity & Inclusion Council at the firm's annual client conference, an annual Diversity & Inclusion Report, and a report on diversity and inclusion initiatives as part of every shareholder meeting.

The firm published its most recent Annual Diversity & Inclusion Report, here: https://www.littler.com/files/diversity_and_inclusion_report_2019.pdf.

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

Tom Bender and Jeremy Roth — Co-Managing Directors of the firm; Mark T. Phillis and Natalie Pierce — Co-Chairs, Diversity & Inclusion Council; Jeffrey Jones — Management Committee Liaison to the Diversity & Inclusion Council

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: 22

Total hours spent on diversity: [No response]

Comments: The firm does not track the number of hours the Diversity & Inclusion Council (D&IC) spends on diversity initiatives, but the D&IC and its various subcommittees devote significant time to advancing the firm's diversity and inclusion objectives. Members of the D&IC meet regularly, hold monthly conference calls, hold an annual day-and-a-half meeting, regularly communicate with firm and office management, and focus on the overall goals of the Council and firm throughout the year.

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.

Every year the D&IC set goals for the year and report on its progress of meeting its goals for the prior year. It ensures that its goals align with and complement the firm's goals.

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 & Inclusion Council is overseen by the board of directors, including the co-managing directors and senior officers of the firm. This body communicates initiatives and expectations to key management personnel throughout the firm.

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	X		Undertake communication from firm management that diversity is a top priority of the firm
X	X		Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	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	X		Support law firm's internal affinity networks
X	X		Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X			Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
	X	X	Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X			Implement policies to address gender pay equity



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	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	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.

As part of the firm's efforts to hire diverse candidates, Littler actively recruits from a variety of Ivy League, private and state universities and conducts diversity job fairs. In 2019, the firm participated in the Bay Area Diversity Fair, Cook County Job Fair, Lavender Law Career Fair, National Asian Pacific American Bar Association Conference, Southeastern Minority Job Fair, Heartland Diversity Legal Job Fair and the Western Region Black Law Student Association job fair. Additionally, for each job opening Littler utilized online job services, including the MCCA Job Bank and the Leadership Council on Legal Diversity weekly newsletter, and the CMCP Job Bank. The firm also relies on its own attorneys, through their peer networks, to help recruit diverse individuals in their respective markets.

Additionally, Littler participates in a number of initiatives that include the development of pipeline programs, mentorship of high school and college students, and participation in mock trial programs and career events. Throughout our nationwide offices, Littler attorneys are involved with various local outreach efforts.



Recruitment - New Associates

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

Ivy League law schools: Yes; schools vary by year.

Other private law schools: Yes; schools vary by year.

Public state law schools: Yes; schools vary by year.

Law schools of Historically Black Colleges and Universities (HBCUs): Yes; schools vary by year.

Diversity job fairs: Yes; schools vary by year.

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?

The recruitment of talented minority and women attorneys is a top priority for the firm, and Littler engages in a number of initiatives to improve its "pipeline" of diverse attorneys.

LCLD Individual Mentoring Program — In 2019, Littler participated in the IL Individual Mentoring Program in Los Angeles. The program is designed to ensure talented law school students receive the mentoring they need to maximize their potential — both during law school and afterward — as they prepare for the bar exam and launch their careers.

BARBRI Law Preview Scholars Program — This diversity initiative aims to improve academic performance among racial and gender groups traditionally underrepresented in the legal profession. By learning key legal concepts and law school strategies before classes begin, students avoid the pitfalls and frustrations that often trouble new students, allowing them to begin their classes with an advantage over their peers. As a sponsoring law firm, Littler partners with law schools and pays for the scholars — incoming first-year law students — to attend a summer prep program free of charge so they can learn from leading professors and attorney-lecturers about what to expect and how to succeed in law school.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

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

One female Summer Associate chose not to disclose his ethnicity. *Littler does not track LGBTQ data or disability status for Summer Associates.

OFFERS ACCEPTED* (2019)

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

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

One female Summer Associate chose not to disclose her ethnicity. *Littler does not track LGBTQ data or disability status for Summer Associates.

OFFERS MADE* (2019)

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

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

One female Summer Associate chose not to disclose her ethnicity. *Littler does not track LGBTQ data or disability status for Summer Associates.

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	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



Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	34	62
African-American/Black	3	8
Hispanic/Latinx	1	7
Alaska Native/American Indian	0	0
Asian	4	5
Native Hawaiian/Pacific Islander	0	2
Multiracial	3	1
Openly LGBTQ	2	3
Individuals with Disabilities	n/a	n/a
Total	47	86

Two male Associates and one female Associate chose not to disclose their ethnicity. *Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	6	26
African-American/Black	0	3
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	6	36

This category captures Other Attorney headcounts. Of Counsel are included with the Associates headcount. One female Other Attorney chose not to disclose her ethnicity. *Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	7	7
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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	8	7

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	7	13
African-American/Black	1	0
Hispanic/Latinx	1	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	10	15

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	19	15
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	22	16

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

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

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

Yes

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

Yes

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

• Boly:Welch• Chicago Legal Search• David Carrie, LLC• HGB Recruiting• McCormack Schreiber Legal Search• Ozaki Legal Search• PSEC, Inc.• RMN Agency• Ryder Smith Legal• Villasenor & Associates



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

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

These charts assume the firm uses a lockstep method for advancement; we do not. We use a level system. For purposes of answering the retention and professional development question in this section, we are treating our Level 1 associates as 1st and 2nd year associates; we are treating our Level 2 associates as 3rd-4th year associates; our Level 3 associates as 5th-6th year and our Level 4 associates as 7th-8th year. Again, for purposes of these questions we are only filling in the charts for 1st, 3rd, 5th and 7th year associates. *Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	12	15
African-American/Black	4	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
Total	21	19

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

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	9
African-American/Black	0	3
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	10	15

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

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	9	9
African-American/Black	0	3
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	11	14

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

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

OF COUNSEL

	Men	Women
White/Caucasian	2	22
African-American/Black	1	2
Hispanic/Latinx	0	4
Alaska Native/American Indian	0	1
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	32

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	3	3
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	4	4

This category captures Other Attorney headcounts. Of Counsel are included with the Associates headcount. *Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

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EQUITY PARTNERS

	Men	Women
White/Caucasian	15	7
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	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	18	9

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.



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

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?

Any associate who chooses to work part time is eligible for elevation to shareholder; the reduced-hours schedule plays absolutely no role. The same is true of someone who is a partner and chooses to work a reduced-hours schedule.

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

32



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	4	33	37	432
Of counsel	19	105	124	183
Non-equity partner	0	5	5	84
Equity partner	5	11	16	388

The Of Counsel category captures Other Attorney headcounts. Of Counsel are included with the Associate headcount.



Management Demographic Profile

*FIRMWIDE COMMITTEES 2019***EXECUTIVE/MANAGEMENT COMMITTEE***

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	13	6
African-American/Black	3	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	1	1
Individuals with Disabilities	n/a	n/a
Total	17	6

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	40	21
African-American/Black	2	2
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	42	26

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

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

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	2	5
African-American/Black	1	2
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	6	11

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.



Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	41	59	26
Number of such positions held by:			
Minorities	3	8	7
Women	14	19	11
LGBTQ attorneys	0	3	3
Individuals with Disabilities	n/a	n/a	n/a

*Please note that LGBTQ data is based on a self-identification survey conducted annually. Responses are anonymous and collected on a volunteer basis; therefore, actual numbers may be higher. **Littler does not track attorneys' disability status.

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? 57

Minorities heading offices: 2

Women heading offices: 14

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 9

Women heading practices: 20

LGBTQ attorneys heading practices: 3

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: 7

Women heading committees: 11

LGBTQ attorneys heading committees: 3

Individuals with Disabilities heading committees: [No response]



The Firm Says

Diversity is a fundamental part of who we are and a core principle we live by. From our very first days as a law firm, we've believed that a culture that prioritizes inclusivity leads to better outcomes — for both us and our clients. And, it's why we continue to instill an atmosphere of collaboration in everything we do.

The firm's Diversity & Inclusion Council plays an important role in enhancing efforts to recruit diverse attorneys, providing opportunities for diverse lawyers to excel professionally, creating a pipeline to promote diverse attorneys, and positioning them to serve in firm management and leadership roles.

To encourage diverse lawyers' professional growth and development, Littler offers the following programs:

- **Career Advocacy Program (CAP)** — This award-winning sponsorship program pairs diverse associate Protégés with shareholder Advocates — influential leaders at Littler (e.g., rainmakers, practice group leaders and members of the Board of Directors). Together, with Champions (client general counsel), they encourage and work with Protégés to navigate their career growth. The program has been a tremendous success. From its inception in 2015 to 2019, Protégés represented 12% to 40% of the new shareholder class.
- **Investment for Success Program** — A follow-up mentoring initiative to CAP, this program matches recently hired diverse associates with a shareholder Investor. Investors mentor new associates, share career advice and discuss the challenges and opportunities they have faced in their careers. Associates and their Investors speak on a regular basis to discuss any issues the new associates may be facing and to ensure the associates are receiving work projects that provide them with opportunities for integration and success at the firm.
- **Affinity Groups** — Bollo (Black/African American), 'Ohana (Asian, South Asian, Middle Eastern, North African and Pacific Islander), Pride (LGBTQ) and Reunión (Hispanic/Latinx). The affinity groups give our diverse attorneys another platform to expand and develop professionally. Each group seeks to recruit, retain and cultivate key talent, ensure the firm meets the diversity needs of our clients, and support diversity and inclusion in the legal community.
- **Women's Leadership Initiative (WLI)** — Littler recognizes the importance of having women leaders at every level of the firm. Through our WLI, the firm focuses on developing and retaining women leaders. Lawyers involved with this initiative are able to discuss their experiences and readiness to take on new roles, learn how to promote their successes and identify the skills they need to advance. The WLI provides women lawyers in the firm with the tools and resources to achieve their goals. Of the attorneys currently serving on the firm's management committee, board of directors or as an office managing shareholder, nearly 34% are women. Additionally, 64% of attorneys elevated to shareholder this year were women.
- **Alternate Career Paths** — Littler's highly successful Littler CaseSmart (LCS) and Littler onDemand (LoD) platforms encourage work-life balance and provide different career options for attorneys. As members of the LCS team, LCS Counsel work remotely on a full- or part- time basis, focus on specific tasks within the legal process and are assigned to client-dedicated service teams where they can capitalize on their specific areas of subject matter knowledge. LoD Counsel work dedicated shifts to provide efficient, reliable advice and counsel on workplace legal issues. By utilizing an online tracking system to create a client-specific database of the issues they address, LoD Counsel can provide clients with critical data and help clients spot trends in their workplaces.
- **Work-Life Balance** — In addition to the LCS and LoD career options, the firm offers a number of policies that support work-life balance for attorneys in traditional roles. These include gender-neutral paid parental leave, a phase-back policy to help facilitate successful return to work, and reduced-hours or custom-track programs for attorneys who want temporary relief from being on the shareholder track.
- **Parental Benefits** — As part of Littler's efforts to support working parents, the firm offers several benefits to eligible U.S.-based employees, including several Bright Horizons programs, Milk Stork, Mindful Return, and preconception/infertility coverage, among others.
- **Support of diverse, women and minority bar/professional organizations** — The firm regularly supports and participates in many national organizations, including: California Minority Counsel Program, Charting Your Own Course, Corporate Counsel Women of Color, DirectWomen, Diversity Lab, Hispanic National Bar Association, Leadership Council on Legal Diversity, Minority Corporate Counsel Association, National Asian Pacific American Bar Association, National Association of Muslim Lawyers, National Association of Women Lawyers, National LGBT Bar Association, Out Leadership, South Asian Bar Association of North America, Women, Influence & Power in Law, among others.

At Littler, we do not believe there is a final destination when it comes to diversity and inclusion. We consider it an ongoing endeavor, and we are hyper-focused on attracting diverse candidates and creating opportunities for all our attorneys to succeed. The firm's unwavering commitment to diversity and inclusion consistently earns industry recognition, media attention and client respect. For a current list of accolades, please visit: <http://www.littler.com/recognition>.

To learn more about Littler's diversity and inclusion efforts, you can access the firm's most recent Annual Diversity & Inclusion Report here: www.littler.com/files/diversity_and_inclusion_report_2019.pdf or watch the firm's new D&I video here: <https://www.littler.com/diversity-inclusion/feature>.

