

Schiff Hardin

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

233 S. Wacker Drive
Suite 7100
Chicago, IL 60606
Phone: 312-258-5500
Fax: 312-258-5600
www.schiffhardin.com

LOCATIONS

Ann Arbor, MI; Chicago, IL; Lake Forest, IL; Newport Beach, CA; New York, NY; San Francisco, CA; Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Marci Eisenstein, Managing Partner

Diversity team leader(s): Jill Attkisson, Chief Talent Officer

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	296	299
U.S. offices only	296	299

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2018)

	Men	Women
White/Caucasian	38	30
African-American/Black	3	3
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	3	1
Individuals with Disabilities	2	0
Total	46	39

SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	6	4
African-American/Black	0	1
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	0
Individuals with Disabilities	0	0
Total	6	8

EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	43	15
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	1
Total	45	15

NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	41	20
African-American/Black	1	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	4	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	2	0
Individuals with Disabilities	0	1
Total	47	25

OF COUNSEL (2018)

	Men	Women
White/Caucasian	54	22
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	2	1
Total	56	25

NEW HIRES (2018)

	Men	Women
White/Caucasian	16	10
African-American/Black	2	2
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	0	1
Total	21	15

Strategic Plan and Diversity Leadership

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

The firm regularly communicates its commitment to diversity through the website, emails and all firm meetings. Diversity updates are always given at partner meetings.

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

Christine McGuinness, Partner, Executive Committee Member, Diversity Committee Co-Chair; Sal Patel, Partner, Executive Committee Member, Diversity Committee Co-Chair

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 2018, 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]

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?

Both.

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?

The Diversity Committee regularly reports on successful events and initiatives. The Executive Committee holds the firm's Practice Group Leaders, Coordinating Partners and Diversity Committee accountable for all of our diversity initiatives. Our Professional Personnel Committee and our Practice Group Leaders are charged with the responsibility to review associates work and client assignments to make sure each associate receives appropriate opportunities to develop his or her skills and hone their experience.

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			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		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			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	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	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

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



	X		Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X	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.

Schiff Hardin has supported the POSSE Foundation, an organization focused on preparing urban public high school students for academic success, for a number of years through sponsorship and program involvement.



Recruitment - New Associates

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

Ivy League law schools: Columbia

Other private law schools: Benjamin N. Cardozo; Chicago-Kent; DePaul; Duke; Fordham; George Washington; Georgetown; John Marshall; Loyola Chicago; Michigan State; NYU; Northwestern; Stanford; U of Chicago; University of Notre Dame; Vanderbilt; Washington University

Public state law schools: Indiana Maurer; University of Illinois; University of Michigan; University of Minnesota; University of Iowa; University of Virginia; University of Wisconsin; Wayne State

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

Diversity job fairs: Cook County Bar Association Minority Law Student Job Fair; Lavender Law

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?

Julie Schragger, the Firmwide Legal Writing Coach, has hosted legal writing workshops on behalf of the firm for 1L students at Fordham University, Howard University and the University of Chicago Law School. In addition to these law schools, the firm and Julie have hosted workshops in partnership with the Jumpstart program through the Illinois Supreme Court Commission on Professionalism and the Diverse Attorney Pipeline Program (DAPP).



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	6	4
African-American/Black	0	1
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	0
Individuals with Disabilities	0	0
Total	6	8

OFFERS MADE* (2018)

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

	Men	Women
White/Caucasian	6	4
African-American/Black	0	1
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	0
Individuals with Disabilities	0	0
Total	6	8

OFFERS ACCEPTED* (2018)

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

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

NEITHER ACCEPTED NOR DECLINED (2018)

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

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

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2018)

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

LATERAL OF COUNSEL HIRES (2018)

	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	0	1
Total	2	3

LATERAL PARTNER HIRES* (2018)

* Both equity and non-equity

	Men	Women
White/Caucasian	2	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	0	0
Total	3	3

NEW PARTNERS PROMOTED* (2018)

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

	Men	Women
White/Caucasian	1	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	0	0
Total	2	2

NEW EQUITY PARTNERS* (2018)

* Whether hired laterally or promoted from within

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

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)

Our firm participated in Mansfield 2.0. We expect to receive certification.

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

Yes

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

Yes

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

Audrey Golden Associates, Counsel Group, Foster Group, Loop Legal Search, McCormick Schreiber, Ryder Smith Legal



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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	0	0
Total	0	1

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	2
African-American/Black	0	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	0	0
Total	3	4

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2018***7TH-YEAR ASSOCIATES**

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

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

	Men	Women
White/Caucasian	8	4
African-American/Black	0	2
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	6

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	7	2
African-American/Black	1	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	9	3

EQUITY PARTNERS

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

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

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?

None

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

[No response]



Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	3	1	4	87
Of counsel	0	3	3	81
Non-equity partner	5	5	10	73
Equity partner	0	1	1	61



Management Demographic Profile

*FIRMWIDE COMMITTEES 2018***EXECUTIVE/MANAGEMENT COMMITTEE***

* Attorneys on the Executive/Management Committee or equivalent

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

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	4	4
African-American/Black	1	1
Hispanic/Latinx	0	1
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	0	0
Total	6	6

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	8	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	9	4

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	6	7
African-American/Black	1	1
Hispanic/Latinx	1	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	0	1
Total	9	8

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	5	27	15
Number of such positions held by:			
Minorities	1	3	1
Women	2	5	3
LGBTQ attorneys	1	1	1
Individuals with Disabilities	0	1	0

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 7

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

Schiff Hardin recognized long ago that supporting diverse attorneys is a critical part of our culture and our business. We have thrived for over 150 years because we know the best ideas come when lawyers with diverse backgrounds, experiences, and perspectives—lawyers who look at the world in different ways—collaborate and share ideas.

We aim to recruit, hire, develop, retain, and promote diverse lawyers who look at the world in different ways. How do we accomplish these goals? First, we have created an affirmatively inclusive environment that welcomes diverse lawyers and develops leaders from our diverse teams. Second, we pursue specific initiatives to recruit diverse candidates and support all of our lawyers. Third, we live this mission from the top down.

Specifically, our managing partner, Marci Eisenstein, is one of few women leading an AmLaw 200 law firm. She is joined by additional diverse lawyers in high-level positions. Four of our seven Executive Committee members, ten of our twenty-four practice group and deputy practice group leaders, and three of our five office heads are people from historically underrepresented groups.

Further, Marci also serves on and co-founded our Diversity Committee. And both co-chairs of the Diversity Committee, Christine McGuinness and Sailesh Patel, and committee member Gabriel Rodriguez, also serve on the firm's Executive Committee. Their dual roles on the Executive Committee and the Diversity Committee ensure that the Firm incorporates diversity and inclusion into its business plan.

Diversity Committee

Our Diversity Committee has five subcommittees, each chaired by a firm leader. Each subcommittee chair oversees sponsorships and makes policy recommendations. Chairs also work with our Inclusion Networks to create and develop programming for lawyers and staff. These subcommittees are Attorneys with Disabilities, Gender Diversity, LGBTQ+ Diversity, Race / Ethnic / National Origin Diversity, and Veterans.

Inclusion Networks

Our Inclusion Networks, principally led by associates, are actively engaged both internally and with the greater community. Part of their work focuses on education: throughout the year (for example, during Black History Month and Gay Pride Month), members write internal newsletters showcasing important historical events and contributions made by members of historically underrepresented groups. Among other things, this year they recounted how birthright citizenship became the law and highlighted the careers of lesser-known black artists. The networks also create programming to foster an inclusive culture. They welcome all interested firm attorneys to join and participate.

Our Inclusion Networks include the following: • Asian American Association • Black Attorneys @ Schiff Hardin (B*A*S*H*) • Disability Inclusion Group (D*I*G) • Latina/o Lawyers @ Schiff Hardin (L*A*S*H) • Military Appreciation @ Schiff Hardin (M*A*S*H) • New Moms Group • Parenting Group • Queers @ Schiff Hardin (Q*U*A*S*H) • Women's Networking Group

Our 2018 programming included the following:

- In honor of Black History Month, B*A*S*H planned a showing of Black Panther, the first mainstream superhero movie to feature a predominantly black cast.
- M*A*S*H launched a partnership with the Veterans Consortium Pro Bono Program. The Consortium provides pro bono help to veterans and their loved ones appealing the denial of VA benefits.
- Our Asian American Association held a presentation in honor of Asian Pacific American Heritage month. The presentation was titled "Attitudes and Platitudes: A look at Asian Immigration throughout U.S. History" and featured a journalist, a lawyer, and a law professor.

Our Recruiting Practices

To interrupt implicit bias in our interview process, we created a behavioral interview panel process for law students and lateral associates. Further, our dedicated writing coach does a blind review of all applicants' writing samples.

Policies to Support Working Parents

We have several policies supporting working parents. We were an early adopter of the Mindful Return program to help parents successfully transition back to work after taking leave, and of the Milk Stork service that allows nursing moms to store and ship breast milk while traveling for work. And in 2018, the firm adopted a "Ramp Up/Down" policy to help our attorneys transition to and from their parental leaves. We also offer flexible work arrangements and have a written work-from-home policy that is offered to all our lawyers.

Community Involvement and Pipeline Programs

We invest in pipeline programs, including being a longtime sponsor of the Cook County Bar Association Job Fair, partnering with Street Law (sending lawyers into diverse classrooms to teach students about legal topics), and hosting for over twenty years interns from Cristo Rey high school (a racially diverse school located in Chicago).

We belong to organizations, including Minority Corporate Counsel Association, Chicago Committee on Minorities in Large Law Firms, and the Diversity and Flexibility Alliance, that support and advocate for diversity in the legal industry. We also belong to the Leadership Council on Legal Diversity (LCLD), and partners and associates who have demonstrated leadership and exceptional potential have served as LCLD fellows and pathfinders.

