

# Arent Fox LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Boston; Los Angeles; New York; San Francisco

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Cristina Carvalho, Firmwide Managing Partner; Mark Katz, Chair

**Diversity team leader(s):** Jennifer Halliday, Chief Human Resources Officer; Christopher Norton, Partner; Darrell Gay, Partner; Marwa Hassoun, Partner; Jeannette McLaughlin, Partner; Jeff Leung, Counsel; Alison Bygrave, Director of Diversity & Inclusion

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	0	0
U.S. offices only	412	416

## Law Firm Demographic Profile

### Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	57	37
African-American/Black	4	8
Hispanic/Latinx	5	9
Alaska Native/American Indian	0	0
Asian	10	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	2
Openly LGBTQ	5	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>78</b>	<b>70</b>

#### SUMMER ASSOCIATES (2019)

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

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	79	17
African-American/Black	2	0
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>83</b>	<b>21</b>

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	43	31
African-American/Black	2	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>48</b>	<b>33</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	51	19
African-American/Black	2	2
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>59</b>	<b>24</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	57	24
African-American/Black	1	4
Hispanic/Latinx	1	6
Alaska Native/American Indian	0	0
Asian	3	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>62</b>	<b>42</b>

## Strategic Plan and Diversity Leadership

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

Diversity and Inclusion at Arent Fox is designated and publicized as one of the firm's 5 core values. This core value is communicated internally and externally through a variety of avenues, including e-mail announcements, press releases, the firm's website, policy statements and support of diversity related initiatives.

Arent Fox posts a Diversity Fact Sheet on its website/diversity page. This fact sheet provides a brief overview of the primary diversity and inclusion initiatives for various attorney populations at the firm including women, LGBTQ and culturally diverse attorneys. National awards and rankings are also highlighted. It is also presented to each attorney/law student candidate who is being considered for employment at the firm. We also host meetings for our affinity groups and those groups plan internal and external events to help achieve the group's goals.

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

Alison Bygrave, Director of Diversity & Inclusion

### 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: 5

Total hours spent on diversity: 0

Comments: Arent Fox does not track hours spent by Diversity and Inclusion Committee members on diversity and inclusion initiatives.

### 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?

Arent Fox has formal diversity initiatives approved by the firm's Executive Committee. The primary goals of the Diversity and Inclusion Committee are to recruit, retain and promote lawyers of color, women and LGBTQ lawyers, and to ensure that adequate firm resources are dedicated to their training, mentoring, coaching and business development. The Diversity and Inclusion Committee's budget is strategically designed to achieve these primary goals.

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

Twice a year

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

The firm does not have a formal schedule for reviewing diversity results. However, the firm provides detailed information about its diversity efforts twice yearly for Mansfield certification in addition to several diversity surveys, questionnaires, scorecards and client Requests for Proposals (RFP's) in which it participates throughout each year. The firm's progress is evaluated and assessed regularly as each of the above mentioned documents must be reviewed by a member of the firm's Diversity Committee before it is finalized.

### 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		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	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	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		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	X		Ensure that EEO and non-discrimination policies specifically address gender identity
		X	Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

## INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

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



X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X			Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



## Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law
- Fund scholarships for minority high school or college students
- Mentor minority high school or college students
- Participate in or host mock trial programs or career events
- Provide internships or employment to minority high school or college students
- Outreach to middle school students

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

Beginning in 1999, the Firm undertook a Partnership in Education with Randle Highlands School, a Washington, DC public school in the southeast section of the city. The firm has provided much needed support and financial assistance for this under-funded elementary school. This program allows attorneys and staff to work together, encouraging a greater spirit of community both within the Firm and in our home city of Washington, DC.

High School: Since 2009, the NY office of Arent Fox entered into a partnership with Legal Outreach as a Diversity Pipeline Sponsor. Through Legal Outreach, the firm provides summer training to four high school students from the New York City public school system. Legal Outreach prepares urban youth from underserved communities to compete at high school academic levels, using law to attract students to academic programs that inspire and motivate them to strive for academic success.

Arent Fox organizes and runs an annual city-wide Geoplunge Challenge tournament for elementary and middle school students aimed at improving education in the local schools. Geoplunge is an award winning geography game created by Arent Fox partner, Alan Fishel.

We also participate in Legal Outreach's Summer Internship Program, hosting high school students, and assisting in funding to place the interns with a public interest organization, a government agency, or a judge, as well as a SAT prep course.





## Recruitment - New Associates

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

*Ivy League law schools:* Penn, Columbia

*Other private law schools:* Georgetown, George Washington, Fordham, NYU, Brooklyn Law School, USC, Loyola

*Public state law schools:* University of Virginia, University of Maryland, George Mason University, UCLA, University of California, Berkeley, School of Law

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

*Diversity job fairs:* 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?

Since 2006, Arent Fox has offered a Diversity Scholarship to three first year law students who identify themselves as a minority. Candidates are asked to submit a resume, academic credentials and a personal statement. In 2016, we opened the program up to second year law students and increased the amount of the scholarship to \$20,000. In 2018, the firm added a scholarship recipient in the SF office in addition to recipients in DC, NY & LA. In 2020, the Firm also add a scholarship recipient in the Boston office. Scholarship candidates are considered for a summer associate position and are evaluated based on the same criteria as other candidates for the firm's summer associate program.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2019)

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

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	3	4
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>7</b>

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	3	4
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>7</b>

#### 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	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
<b>Total</b>	<b>0</b>	<b>0</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	15	12
African-American/Black	0	2
Hispanic/Latinx	0	4
Alaska Native/American Indian	0	0
Asian	0	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>15</b>	<b>23</b>

#### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	25	10
African-American/Black	1	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>29</b>	<b>12</b>

#### LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	21	7
African-American/Black	1	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	0	0
<b>Total</b>	<b>22</b>	<b>9</b>

#### NEW PARTNERS PROMOTED\* (2019)

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

	Men	Women
White/Caucasian	4	5
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	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>5</b>

#### NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	9	0
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
<b>Total</b>	<b>9</b>	<b>1</b>

### 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)

We are currently participating in Mansfield 3.0 and feel confident that we will qualify this year.

#### 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 Legal Search, BCG Attorney Search, Matura Farrington, Swann Legal Search



## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 1ST-YEAR ASSOCIATES

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

## 2ND-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
<b>Total</b>	<b>0</b>	<b>0</b>

## 3RD-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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>0</b>	<b>1</b>

## 4TH-YEAR ASSOCIATES

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

## 5TH-YEAR ASSOCIATES

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

## 6TH-YEAR ASSOCIATES

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

## Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2019*

## 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	1	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	1	0
<b>Total</b>	<b>2</b>	<b>1</b>

## 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
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
<b>Total</b>	<b>3</b>	<b>5</b>

## OF COUNSEL

	Men	Women
White/Caucasian	3	6
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
<b>Total</b>	<b>4</b>	<b>6</b>

## NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	5	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
<b>Total</b>	<b>5</b>	<b>2</b>

## EQUITY PARTNERS

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

## 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?

Part-time arrangements have no impact on partnership consideration.

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

2



### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	2	3	148
Of counsel	13	8	21	83
Non-equity partner	0	2	2	81
Equity partner	4	1	5	104





## Management Demographic Profile

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

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	11	1
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
<b>Total</b>	<b>11</b>	<b>2</b>

**HIRING COMMITTEE\***

\* Attorneys on Hiring Committee or equivalent

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

**PARTNER REVIEW COMMITTEE\***

\* Attorneys on the Partner Review Committee or equivalent

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

**ASSOCIATE REVIEW COMMITTEE\***

\* Attorneys on the Associate Review Committee or equivalent

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

**ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT**

	Men	Women
White/Caucasian	1	1
African-American/Black	1	0
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	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>2</b>

Additional members on the committee are two full time staff members, one White female and the other Asian female.

## Management Demographic Profile

### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	5	17	16
Number of such positions held by:			
Minorities	1	1	3
Women	1	3	6
LGBTQ attorneys	0	1	2
Individuals with Disabilities	0	0	0

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

#### U.S. OFFICE HEADS

How many offices does your firm have in the United States? 5

Minorities heading offices: Cristina Carvalho, Washington, DC (188)

Women heading offices: Cristina Carvalho, Washington, DC (188)

LGBTQ attorneys heading offices: N/A

Individuals with Disabilities heading offices: N/A

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Ricardo Fischer, Trademark (35)

Women heading practices: Hallie Bastian, Trust & Estates (11); Kay Georgi, International Trade (30); Deborah Shelton, Food and Drug (12)

LGBTQ attorneys heading practices: Deborah Shelton, Food and Drug (12)

Individuals with Disabilities heading practices: N/A

#### COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: Caroline English, Associate Development Committee; Nancy Noonan, Pro Bono Committee

LGBTQ attorneys heading committees: Christopher Norton, Diversity and Inclusion Committee; Jacob Christensen, Associates Committee (19)

Individuals with Disabilities heading committees: N/A



## The Firm Says

For more than a decade, Arent Fox has had a Diversity and Inclusion Committee comprised of many members of the senior management team. This Committee's goals are to recruit, retain, and promote lawyers of color, women, and LGBTQ+ lawyers, while ensuring that firm resources are dedicated for training, mentoring and business development. Arent Fox has made great strides in diversity and inclusion initiatives. This success can be attributed to increased formal involvement and collaboration by firm leadership, including the Executive Committee, the firm's Managing Partner, our Department Managers, our Practice Group Leaders and our Marketing and Business Development and Professional Development teams. We recently hired a full-time Director of Diversity & Inclusion to head up diversity initiatives. We have launched a number of exciting new initiatives intended to address the primary goal of retaining and promoting our diverse lawyers. Our talent pipeline remains strong, but we all recognize that further retention and promotion activities will create a positive self-reinforcing cycle for recruitment and will enhance our ability to generate high quality legal matters and deliver first in class service. Here are the highlights of our most recent internal diversity and inclusion initiatives.

**Female Managing Partner for Arent Fox LLP.** Arent Fox LLP selected Cristina A. Carvalho as firm-wide Managing Partner. Based in the Washington, DC office, Ms. Carvalho is the first woman to hold the position at Arent Fox. In her role, Ms. Carvalho is focused on driving Arent Fox's continued growth and dedication to exceptional legal work, promoting an inclusive environment where diverse talents can succeed, and ensuring the firm remains a leader in the private bar's public service efforts. A native of Brazil, where she practiced law for seven years before coming to the United States, Ms. Carvalho began her career at Arent Fox as an associate in 1997. Ms. Carvalho is dedicated to diversity and inclusion, attorney development and marketing and business development, and has introduced a broad range of initiatives intersecting these umbrellas.

**Director of Diversity & Inclusion for Arent Fox LLP.** Arent Fox created a full-time position for a Director of Diversity & Inclusion to develop, support, and help implement the policies, programs and process to facilitate the firm's mission to create and sustain a diverse and inclusive workplace. The Director is working in conjunction with the Diversity & Inclusion Committee, the Managing Partner, and designated lieutenants in each office location.

**Associate Development Committee.** The Associate Development Committee (ADC) is a firm wide committee that oversees associate development with a special emphasis on supporting the development of diverse groups. The ADC focuses on issues related to feedback, mentoring, training, leadership development and business development. The ADC is co-lead by a current and veteran member of the firm's Executive Committee, and is working closely with the Diversity Officer, Executive Committee, Associate Evaluation Committee and Practice Group Leaders, as well as directly with partners and associates. Recent ADC initiatives include implicit bias training for all lawyers, feedback training for supervisors, a three year leadership development program and a lawyer wellness initiative. The ADC has targeted goals, many that are intended to improve diversity and inclusion within the law firm. Cross-office groups have been tasked to evaluate and improve our lawyer mentor program, launch a new collaborative business development program, take a closer look at patterns of implicit bias at the law firm and figure out how we can effectively address this bias, and continue to promote lawyer well-being, including creating an action plan for how we will fulfill our commitment to adopted the ABA Well-Being Pledge.

**Interrupting Implicit Bias.** Recent findings in experimental social psychology have demonstrated the existence of "implicit biases," which are attitudes and stereotypes that we are neither aware of nor endorse. To shed more light on this fascinating topic, Professor Jerry Kang from UCLA spoke first to firm leaders at an Arent Fox Partner's retreat, and then more broadly to all of the firm's lawyers. Dr. Kang gave an enlightening overview of the science of implicit biases with emphasis on real-world consequences and practical advice for addressing these tough issues. To expand upon the awareness that Dr. Kang introduced, we hired a diversity consultant to conduct research on the impact of implicit bias at Arent Fox and provide recommendations and training to help everyone at the firm identify and interrupt bias. We are looking at how implicit bias manifests in diversity of areas including hiring, assignments, performance evaluations, compensation, client development, leadership development and succession planning.

**AF Fellows Leadership Development Program.** The Arent Fox Fellows Program is an Associate Development Committee initiative introduced in 2017, coinciding with the firm's 75th anniversary. This selective three-year program is focused on leadership development, management skills, diversity, inclusion and empowerment, and includes retreats in years one and two, and a collaborative problem solving project in year three. The AF Fellows program is open to associates in their 5th year of practice and above, as well as junior partners and counsel. Of the 30 AF Fellows that have been selected since the program was launched, 75% are women, people of color and LGBTQ+.

**Leadership Council on Legal Diversity/Fellows Program (LCLD).** The Leadership Council on Legal Diversity is made up of more than 200 corporate chief legal officers and law firm chairs or managing partners who are working together to build a more open and diverse legal profession. A key mission and component of the organization is its fellows program—an ongoing intensive mentoring and business development program geared at pairing high potential diverse law firm attorneys with similar high potential general counsel at major corporations. The initial evaluation of business development opportunities in the fellowship program was quite significant. Moreover, after the completion of the fellowship year, fellows remain active alumni with continued access to the chief legal officers and law firm chairs and managing partners in the program. We select one fellow per year, providing a substantial pipeline initiative for the Firm. 2020 was our seventh year participating in this initiative. We've also expanded to participate in the LCLD Pathfinder Program, a new opportunity targeting 3-5th year associates, designed for diverse, high potential, early career attorneys. The goal of the Pathfinder Program is to provide practical tools for developing and leveraging professional networks through relationship building skills, foundational leadership skills and an understanding of career development strategies applicable to both in-house and law firm practice.

**Diversity Scholarship.** Each year we award a Diversity Scholarship to five minority law students, each of whom receives \$20,000 as well as a position in the firm's summer associate program. **Diversity Recruitment Initiatives.** We are committed to hiring the most qualified candidate and operate under a strict EEO policy with respect to recruitment and hiring protocol. We are proud to note that diversity in our talent pipeline is strong. Nearly 40% of our associates are diverse. We think these results demonstrate how much we value considering diversity in the hiring process. We recently implemented two new strategies to support our commitment to hiring diverse candidates. Some practice groups are now performing blind reviews of resumes as a method for intentionally removing implicit bias from hiring decisions. We have also recently started encouraging attorneys to agree to accept the "Rooney Rule" challenge during position searches. This challenge asks decision makers to commit to interviewing at least one diverse candidate for all posted positions.

**Mansfield Rule.** Arent Fox is a Mansfield 3.0 participant and has signed up for Mansfield 4.0. This designation requires law firms to consider at least 30% people of color, women, LGBTQ+, and disabled lawyers for significant leadership roles. Over the next year we will focus on implementing this commitment.

**Corporate Equality Index.** Arent Fox has consistently earned a perfect score of 100 in the Corporate Equality Index by the Human Rights Campaign.

**AF Affinity Groups.** In addition to the two firm wide committees that focus on diversity and inclusion strategies and initiatives, the Diversity and Inclusion Committee and the Associate Development Committee, we have formed a number of supporting affinity groups, including AFMAG Minority Attorney Group, AF Women's Leadership Development Initiative, OutFox LGBTQ Group, AFVets and Parent Fox. Recently, our AFMAG group held a series of town halls to address racial inequalities and share stories and support our black attorneys and staff. As a result of recent events, Arent Fox founded the Arent Fox Center for Racial Equality.

**Arent Fox Center for Racial Equality.** Arent Fox recently announced the creation and launch of the Arent Fox Center for Racial Equality to address racial injustice. The Center is dedicated to advancing racial justice by using legal, policy, and advocacy tools to help create a more fair and equitable society.