

# Calfee, Halter & Griswold LLP

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

The Calfee Building  
1405 East Sixth Street  
Cleveland, OH 44117-1607  
Phone: 216-622-8200  
Fax: 216-241-0816  
[Calfee.com](http://Calfee.com)

### LOCATIONS

Cleveland, OH; Cincinnati, OH; Columbus, OH; Washington, D.C.

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Brent D. Ballard, Managing Partner

**Diversity team leader(s):** Kimberly Moses, Partner, Diversity & Inclusion Committee Chair

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	154	158
U.S. offices only	154	158

### Law Firm Demographic Profile

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

Yes

#### ASSOCIATES (2018)

	Men	Women
White/Caucasian	24	13
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>25</b>	<b>15</b>

We do not track/disclose LGBTQ or disability status.

#### EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	66	12
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>67</b>	<b>13</b>

We do not disclose equity/non-equity partner data separately. We do not track/disclose LGBTQ or disability status.

#### OF COUNSEL (2018)

	Men	Women
White/Caucasian	22	14
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>24</b>	<b>14</b>

We do not track/disclose LGBTQ or disability status.

#### SUMMER ASSOCIATES (2018)

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

We do not track/disclose LGBTQ or disability status.

#### NON-EQUITY PARTNERS (2018)

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

We do not disclose equity/non-equity partner data separately. We do not track/disclose LGBTQ or disability status.

#### NEW HIRES (2018)

	Men	Women
White/Caucasian	7	5
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>8</b>	<b>5</b>

We do not track/disclose LGBTQ or disability status.

### Strategic Plan and Diversity Leadership

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

The firm utilizes its intranet and Yammer, the website, emails, attorney/staff educational meetings and other meetings to communicate its diversity and inclusion initiatives and other information with firm attorneys and staff.

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

Kimberly Moses, Partner and Chair of Calfee's Diversity & Inclusion Committee

**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:* 13

*Total hours spent on diversity:* [No response]

*Comments:* While we do not track Committee time specifically, with 17 total attorney and staff Diversity & Inclusion Committee members plus the firm's D&I consultant who attends each D&I Committee meeting, we estimate that more than 350 hours per year are spent by D&I Committee members in monthly meetings, sub-committee meetings, strategic planning sessions, and working sessions.

**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.**

The Committee sets annual D&I goals and objectives, which reflect the Management Committee's dedication to hiring and retaining diverse talent and resources. For 2019, these goals include the development of a Lateral Hiring Policy to ensure a diverse slate of candidates when hiring laterally and a Supplier Diversity Policy. Calfee is also the City Lead for the Leadership Council on Legal Diversity mentoring program for first year diverse law students and is in the process of rolling out that program.

**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?**

Twice a year

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

Individual Committee members and members of the firm's leadership team, including Calfee's Managing Partner (who is a member of the D&I Committee) report results against goals during D&I Committee meetings and in firm Management Committee meetings.

**Is your firm minority-owned or women-owned?**

No



### Law Firm Diversity Initiatives

#### INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Undertake communication from firm management that diversity is a top priority of the firm
	X		Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
	X		Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
		X	Hire a director of diversity or other full-time professional to implement the firm's diversity program
	X		Coordinate or work with clients on diversity issues
	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



### Law Firm Diversity Initiatives

#### INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

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

#### 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	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)
			Other (please specify): The firm does not solicit self-identification of LGBTQ status of its attorneys or staff.



### Law Firm Diversity Initiatives

#### 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.)
			Other (please specify): The firm does not solicit self-identification of disability status of its attorneys or staff.



### 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.**

Calfee has been a member of the St. Martin de Porres work study program since the its inception in Cleveland in 2004. Four students from the school job-share one full-time position at Calfee. This school is located in the city of Cleveland, with more than 400 students of diverse backgrounds and modest or low economic means. This program allows high school students to earn money toward their education and exposes them to a business environment. In addition, some students have been given full-time positions at Calfee following graduation.

Calfee attorneys and staff are actively involved with College Now Greater Cleveland, a mentoring program for predominately diverse students with the goal of providing guidance to graduate high school and apply to, attend and complete college.

Calfee attorneys also have volunteered with City of Cleveland high school students for 13 years as part of the Cleveland Metropolitan Bar Association's 3Rs program. The program connects lawyers, judges, law students, and paralegals with high school students in Cleveland and East Cleveland schools, which have diverse student enrollment.

Calfee is proud to participate in the Columbus Bar Association Minority Clerkship Program. The program is a collaboration of the CBA, The Ohio State University Moritz College of Law, and Capital University Law School and provides legal experience and education for African American, Asian, Hispanic and Native American law students through summer placement at local law firms, government and corporate offices.

Members of Calfee's staff are actively involved in the True2U program sponsored and coordinated by the Greater Cleveland Partnership. True2U is a volunteer mentoring program that supports 8th graders in the Cleveland Metropolitan School District. Calfee is planning to host a visit for the True2U mentees to the Calfee Cleveland office in 2020.





### Recruitment - New Associates

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

*Ivy League law schools:* Cornell

*Other private law schools:* Notre Dame, Vanderbilt, Washington University at St. Louis, Case Western Reserve University, Duke, William & Mary, Northwestern

*Public state law schools:* University of Minnesota, Indiana University, The Ohio State University, Cleveland-Marshall College of Law, University of Michigan, University of Virginia, University of Akron

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

*Diversity job fairs:* Cleveland Metropolitan Bar Association Job Fair

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

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

In 2019, Calfee will host a reception for minority law students in Cleveland, Ohio, in conjunction with the Leadership Council on Legal Diversity's "Success in Law School" diversity mentoring program, as explained further in 5.3.

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

Calfee's Cleveland office established The Calfee Minority Mentorship Program in 2018. The program selects one first-year law student from one of Northeast Ohio's law schools to participate. It offers a summer position and mentoring throughout their law school careers. The Columbus Bar Association hosts a program designed to give minority first-year law students real world experience via clerkships at area law firms, departments and government agencies during the summer after their first year of law school. Calfee is a regular participant in both programs and is a charter member of the Cleveland program. In 2019, Calfee has volunteered to serve as the "City Lead" to develop Leadership Council on Legal Diversity's (LCLD) first-year law student mentoring program for diverse students in Cleveland, working closely with LCLD to bring this dynamic program to Case Western Reserve University and Cleveland-Marshall Law Schools. We also will participate in LCLD's minority law student mentoring programs in Columbus and Cincinnati, Ohio.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	1	2
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>3</b>

We do not track/disclose LGBTQ or disability status.

#### OFFERS MADE\* (2018)

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

	Men	Women
White/Caucasian	1	2
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>3</b>

We do not track/disclose LGBTQ or disability status.

#### OFFERS ACCEPTED\* (2018)

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

	Men	Women
White/Caucasian	1	2
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>3</b>

We do not track/disclose LGBTQ or disability status.

#### 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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	4	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>4</b>	<b>2</b>

We do not track/disclose LGBTQ or disability status.

#### LATERAL OF COUNSEL HIRES (2018)

	Men	Women
White/Caucasian	0	1
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>1</b>

We do not track/disclose LGBTQ or disability status.

#### LATERAL PARTNER HIRES\* (2018)

\* Both equity and non-equity

	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

#### NEW PARTNERS PROMOTED\* (2018)

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

	Men	Women
White/Caucasian	3	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>3</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

#### NEW EQUITY PARTNERS\* (2018)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	3	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>3</b>	<b>0</b>

We do not track/disclose LGBTQ or 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:

Leace Kapres LLC



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

We do not track/disclose LGBTQ or disability status.

##### 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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

##### 3RD-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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

##### 4TH-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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

##### 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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

##### 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	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>1</b>

We do not track/disclose LGBTQ or disability status.

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 7TH-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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

##### 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	0	0
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>1</b>

We do not track/disclose LGBTQ or disability status.

##### OF COUNSEL

	Men	Women
White/Caucasian	2	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>2</b>	<b>1</b>

We do not track/disclose LGBTQ or disability status.

##### NON-EQUITY PARTNERS

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

We do not disclose equity vs non-equity partner data. We do not track/disclose LGBTQ or disability status.

##### EQUITY PARTNERS

	Men	Women
White/Caucasian	5	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>5</b>	<b>0</b>

We do not disclose equity vs non-equity partner data. We do not track/disclose LGBTQ or 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

Comments:

An associate can remain on the partner track while working on a part-time basis. The associate receives credit toward partnership consideration at a rate equivalent to the percentage that the part-time status bears to full time status. All part-time partner and non-partner attorneys' arrangements are made and evaluated on a case-by-case basis. We look for creative ways to keep talent and best serve the needs of our clients.

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?

4

### Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	1	1	40
Of counsel	7	5	12	38
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	2	1	3	80

We do not separately disclose equity vs non-equity partner data.





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2018

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	21	6
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>21</b>	<b>6</b>

We do not track/disclose LGBTQ or disability status.

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	3	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>3</b>	<b>1</b>

We do not track/disclose LGBTQ or disability status.

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	3	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>3</b>	<b>0</b>

We do not track/disclose LGBTQ or disability status.

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	7	5
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	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>8</b>	<b>6</b>

We do not track/disclose LGBTQ or disability status.

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	7	3
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	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>8</b>	<b>4</b>

We do not track/disclose LGBTQ or disability status.

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	4	20	8
Number of such positions held by:			
Minorities	0	0	1
Women	1	5	4
LGBTQ attorneys	n/a	n/a	n/a
Individuals with Disabilities	n/a	n/a	n/a

We do not track/disclose LGBTQ or 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? 4

Minorities heading offices: [No response]

Women heading offices: Leah Pappas Porner, Columbus (20)

LGBTQ attorneys heading offices: We do not track/disclose LGBTQ or disability status.

Individuals with Disabilities heading offices: We do not track/disclose LGBTQ or disability status.

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: Jennifer Vergilii, Corporate & Capital Markets Group (28); Leah Pappas Porner, Government Relations (8); Maura Hughes, Litigation (30); Virginia Benjamin, Commercial & Public Finance (12); Mara Cushwa, Real Estate (9)

LGBTQ attorneys heading practices: We do not track/disclose LGBTQ or disability status.

Individuals with Disabilities heading practices: We do not track/disclose LGBTQ or disability status.

#### COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: Kim Moses, Diversity & Inclusion Committee (13); Maura Hughes, New Business & Conflicts Committee (4); Georgia Yanchar, Maura Hughes and Colleen O'Neil, Co-Chairs of the Practice Planning & Growth Committee (16)

LGBTQ attorneys heading committees: We do not track/disclose LGBTQ or disability status.

Individuals with Disabilities heading committees: We do not track/disclose LGBTQ or disability status.



### The Firm Says

Calfee is dedicated to supporting an inclusive culture in age, gender, gender identity, religion, race, ethnicity, sexual orientation, physical abilities, marital and civil union status, military and veteran standing, socioeconomic background, and familial status. This inclusive work environment makes Calfee a great place to work and enhances our ability to provide exceptional client service.

In 2018, Calfee became a member of the Leadership Council on Legal Diversity (LCLD), an organization of more than 300 corporate chief legal officers and law firm managing partners working to build a more open and diverse legal profession. In 2019, Calfee volunteered to serve LCLD as "City Lead" for the LCLD First Year Diverse Law Student Mentoring Program, in its inaugural year in Cleveland. In this role, we are working with LCLD to recruit attorney mentors from Cleveland-area corporations and law firms to serve as mentors to diverse law students attending Cleveland-Marshall Law School and Case Western Reserve University School of Law. Calfee will host a reception for law students participating in the LCLD mentoring program in 2019, and our attorneys will serve as mentors in Cleveland, Columbus and Cincinnati, Ohio.

As of 2018, we are proud to have joined Ohio Business Competes, a non-partisan coalition of businesses committed to achieving non-discrimination policies at the state level.

The Cleveland office established The Calfee Minority Mentorship Program in 2018. The program selects one first-year law student from one of Northeast Ohio's law schools to participate. It offers a summer position and mentoring throughout their law school careers. The Columbus Bar Association hosts a program designed to give minority first-year law students real world experience via clerkships at area law firms, departments and government agencies during the summer after their first year of law school. Calfee is a regular participant in both programs and is a charter member of the Cleveland program.

We actively support community-wide diversity and inclusion initiatives that allow us to contribute to our communities, including:

• Cleveland Metropolitan Bar Association 3Rs Program • Cleveland Metropolitan Bar Association Minority Clerkship Program • Columbus Bar Association Minority Clerkship Program • St. Martin de Porres Work Study Program • College Now, Greater Cleveland • Delta Sigma Theta • Norman S. Minor Bar Association Annual Trailblazers Luncheon • City of Cleveland Hispanic Heritage Month • Cleveland Metropolitan Bar Association's Diversity and Inclusion Seminar • Asian Pacific American Law Student Association Midwestern Chapter • The Diversity Center of Northeast Ohio • The Links, Incorporated • Greater Cleveland Chinese Chamber of Commerce • Hispanic National Bar Association • Women for Economic Leadership Development • Columbus Women's Commission • United Way Women's Leadership Council

We also understand the need to have a confidential environment where attorneys with similar backgrounds can come together to share experiences and forge relationships. We currently have five Affinity Groups: Calfee Inclusion Network, Calfee Jewish Lawyers, Calfee Women LEAD, Calfee LGBTQ+A, and the Calfee New(ish) Parents Affinity Group.