

# Cozen O'Connor

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

1650 Market Street  
Suite 2800  
Philadelphia, PA 19103  
Phone: 215-665-2000  
Fax: 215-665-2013  
[www.cozen.com](http://www.cozen.com)

### LOCATIONS

Atlanta, GA; Charlotte, NC; Cherry Hill, NJ; Chicago, IL; Dallas, TX; Denver, CO; Harrisburg, PA; Houston, TX; Las Vegas, NV; London, UK; Los Angeles, CA; Miami, FL; Minneapolis, MN; Montreal, QC; New York, NY; Newark, NJ; Philadelphia, PA; Pittsburgh, PA; Richmond, VA; San Diego, CA; San Francisco, CA; Santa Monica, CA; Seattle, WA; Toronto, Ontario; Washington, DC; West Conshohocken, PA; West Palm Beach, FL; Wilkes-Barre, PA; Wilmington, DE

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Michael J. Heller, Executive Chairman and Chief Executive Officer; Vincent R. McGuinness, Jr., President and Managing Partner

**Diversity team leader(s):** Lynnette D. Espy-Williams, Chief Diversity Officer

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	769	767
U.S. offices only	761	759

## Law Firm Demographic Profile

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

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	82	53
African-American/Black	2	4
Hispanic/Latinx	6	12
Alaska Native/American Indian	0	0
Asian	4	10
Native Hawaiian/Pacific Islander	1	0
Multiracial	2	5
Openly LGBTQ	10	2
Individuals with Disabilities	0	2
<b>Total</b>	<b>97</b>	<b>84</b>

Totals include those who have not voluntarily self-identified.

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	190	32
African-American/Black	4	1
Hispanic/Latinx	2	3
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	3	2
<b>Total</b>	<b>196</b>	<b>36</b>

Totals include those who have not voluntarily self-identified.

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	30	14
African-American/Black	0	1
Hispanic/Latinx	0	1
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	2	1
<b>Total</b>	<b>31</b>	<b>18</b>

Totals include those who have not voluntarily self-identified.

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	8	8
African-American/Black	0	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>10</b>

Totals include those who have not voluntarily self-identified.

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	162	85
African-American/Black	2	0
Hispanic/Latinx	8	2
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	2
Openly LGBTQ	4	5
Individuals with Disabilities	4	1
<b>Total</b>	<b>178</b>	<b>90</b>

Totals include those who have not voluntarily self-identified.

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	47	34
African-American/Black	1	0
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	2	4
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	2
Openly LGBTQ	1	1
Individuals with Disabilities	0	1
<b>Total</b>	<b>51</b>	<b>43</b>

Totals include those who have not voluntarily self-identified.

## Strategic Plan and Diversity Leadership

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

Diversity and inclusion are core values that are communicated in multiple ways, starting with our firm leadership. Diversity goals are integrated into the firm's Strategic Plan. A significant budget is allocated to support diversity and inclusion initiatives, and there is a firm wide Diversity & Inclusion (D&I) Committee comprised of attorneys and professional staff that execute the firm's goals. During the summer associate program and upon hire, attorneys are provided with presentations and materials to orient them to our D&I work. The firm hosts a biennial D&I Retreat that includes all self-identified diverse attorneys, the D&I Committee members, and firm leadership who are brought together for several days to focus on moving D&I goals forward. Ongoing communication regarding diversity efforts occurs through the CEO, the President and Managing Partner, the Chief Diversity Officer, and the D&I Committee members by way of emails; meetings with firm wide committees, departments and offices; at events in our offices across the country; and by using internal and external websites and media where pages are devoted to D&I initiatives, events and accomplishments.

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

The Chief Diversity Officer has primary responsibility for leading diversity and inclusion initiatives within the firm. The firm wide D&I Committee works to ensure D&I goals are realized and are executed within every firm office and within every region where the firm does business.

### 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: 43

Total hours spent on diversity: 2664

Comments: The D&I Committee includes professionals who do not keep their time in the firm's time tracking system. Further, the above number only reflects those hours that were formally entered into the timekeeping system under the assigned D&I Committee file number.

### 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 Chief Diversity Officer and the D&I Committee are given latitude to make proposals and establish initiatives that are diversity and inclusion-oriented. This is significant in that the proposals of the Chief Diversity Officer and Committee may be programs that firm management may not have considered prior.

### 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?

The D&I Committee has hiring/recruitment initiatives and formalized partnerships that are focused on attracting highly qualified diverse candidates. For example, as a Founding Member of the Philadelphia Diversity Law Group (PDLG), the firm commits to select and hire a first-year Summer Associate each year. The firm has also developed a 1L Diversity Fellowship created to increase diversity within the firm.

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

The President and Managing Partner reviews diversity progress/results on a yearly basis. The Chief Diversity Officer constantly reviews progress in this area and communicates same to various levels of firm management throughout the year.

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

The Chief Diversity Officer reports directly to the firm's President and Managing Partner and she participates in an annual review process. Members of the D&I Committee do not have a formalized evaluation process, but D&I committee members report their progress to the Chief Diversity Officer and some also provide feedback to the President and Managing Partner on the Chief Diversity Officer's progress.

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

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

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



Law Firm Diversity Initiatives

**INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS**

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

**INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS**

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	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	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	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	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.**

We have an internship program, Cristo Rey, where minority high school students come to work in the firm's headquarters office (Philadelphia) weekly to gain exposure and experience, to observe, and to receive mentorship throughout the school year. Additionally, our attorneys serve as mock trial program coaches to high school and/or college students and our attorneys participate in mentoring and tutoring programs throughout the country.





## Recruitment - New Associates

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

*Ivy League law schools:* Harvard Law School, University of Pennsylvania

*Other private law schools:* Villanova, Fordham, Georgetown, George Washington, NYU, Northwester, Seattle University, University of Miami, Loyola Chicago, Brooklyn Law School

*Public state law schools:* Temple, Penn State, University of Virginia, University of Washington, University of Pittsburgh

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

*Diversity job fairs:* Philadelphia Area Diversity Job Fair (PADJF), Northwest Minority Job Fair (NWMJF), Lavender Law Career Fair, Loyola Patent Law Interview Program

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

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

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

The firm's 1L Diversity & Inclusion Fellowship is open to first-year law students who belong to a group that has historically been underrepresented in the legal profession and have demonstrated a commitment to building diversity and inclusion. Cozen O'Connor also participates in the Philadelphia Diversity Law Group (PDLG) program (described above) and the San Diego County Bar Association's diverse intern program. Through this program, the firm hire's a first year law student as a summer law clerk. In addition to the above, Cozen O'Connor attorneys participate in mock interviews, panels, and other programs targeting law students through various law schools and affinity bar associations and/or student groups.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	7
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	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>7</b>

Totals include those who have not voluntarily self-identified.

OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	6	7
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	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>7</b>

Totals include those who have not voluntarily self-identified.

OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	6	7
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	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>7</b>

Totals include those who have not voluntarily self-identified.

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>

N/A

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	23	16
African-American/Black	0	0
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	2
Openly LGBTQ	1	1
Individuals with Disabilities	0	1
<b>Total</b>	<b>25</b>	<b>24</b>

Totals include those who have not voluntarily self-identified.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	5	6
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	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>6</b>	<b>7</b>

Totals include those who have not voluntarily self-identified.

LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	Men	Women
White/Caucasian	18	5
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>18</b>	<b>5</b>

Totals include those who have not voluntarily self-identified.

NEW PARTNERS PROMOTED\* (2019)

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

	Men	Women
White/Caucasian	13	12
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	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>12</b>

Totals include those who have not voluntarily self-identified.

NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	7	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	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>2</b>

Totals include those who have not voluntarily self-identified.

## 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)

Cozen O'Connor signed on to participate in Mansfield Rule 3.0. The firm has successfully completed all the qualifying components. Official certification results will not be available until August 2019. Cozen O'Connor also recently signed on to participate in Mansfield 2021 beginning in July 2020.

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

No

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

Not applicable

### 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:

Not applicable



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	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>0</b>	<b>2</b>

Totals include those who have not voluntarily self-identified.

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	3
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>3</b>

Totals include those who have not voluntarily self-identified.

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	7
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>2</b>	<b>8</b>

Totals include those who have not voluntarily self-identified.

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	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>2</b>	<b>0</b>

Totals include those who have not voluntarily self-identified.

6TH-YEAR ASSOCIATES

	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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>0</b>

Totals include those who have not voluntarily self-identified.



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>0</b>

Totals include those who have not voluntarily self-identified.

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	2	3
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>2</b>	<b>4</b>

Totals include those who have not voluntarily self-identified.

OF COUNSEL

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

Totals include those who have not voluntarily self-identified.

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	19	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	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>19</b>	<b>7</b>

Totals include those who have not voluntarily self-identified.

EQUITY PARTNERS

	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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>1</b>

Totals include those who have not voluntarily self-identified.

## 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?

The firm has a Reduced-Hour and Part-Time Work Policy, which recognizes that an attorney may choose, due to life circumstances or otherwise, to work under an alternative arrangement. Use of an alternative work arrangement does not inhibit an attorney's ability to remain successful, to get promoted, and/or to provide the highest quality work for our clients.

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

This information is not sought or tracked.

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	0	0	181
Of counsel	8	6	14	49
Non-equity partner	1	3	4	268
Equity partner	1	0	1	232





Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	14	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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>15</b>	<b>5</b>

Totals include those who have not voluntarily self-identified.

HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	5	7
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>8</b>

Totals include those who have not voluntarily self-identified.

PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	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>

N/A

ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	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>

N/A

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	13	8
African-American/Black	6	3
Hispanic/Latinx	4	3
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	5	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>26</b>	<b>17</b>

Totals include those who have not voluntarily self-identified.

## Management Demographic Profile

### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	28	76	27
Number of such positions held by:			
Minorities	2	3	3
Women	7	18	9
LGBTQ attorneys	1	0	1
Individuals with Disabilities	0	0	2

Totals include those who have not voluntarily self-identified.

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?** 27

*Minorities heading offices:* See response in "Other Leadership Role" section above.

*Women heading offices:* See response in "Other Leadership Role" section above.

*LGBTQ attorneys heading offices:* See response in "Other Leadership Role" section above.

*Individuals with Disabilities heading offices:* See response in "Other Leadership Role" section above.

#### PRACTICE GROUP/DEPARTMENT LEADERS

*Minorities heading practices:* See response in "Other Leadership Role" section above.

*Women heading practices:* See response in "Other Leadership Role" section above.

*LGBTQ attorneys heading practices:* See response in "Other Leadership Role" section above.

*Individuals with Disabilities heading practices:* See response in "Other Leadership Role" section above.

#### COMMITTEE LEADERS

*Minorities heading committees:* See response in "Other Leadership Role" section above.

*Women heading committees:* See response in "Other Leadership Role" section above.

*LGBTQ attorneys heading committees:* See response in "Other Leadership Role" section above.

*Individuals with Disabilities heading committees:* See response in "Other Leadership Role" section above.



## The Firm Says

### Diversity Strategy:

Over the years, firm management has communicated the importance of diversity and inclusion initiatives and the executive management team — from the CEO, Managing Partner and beyond, has provided our CDO with the firm's full support. As such, the firm devotes a significant budget to support diversity and inclusion initiatives. So we don't just talk the talk, we walk the walk.

As a firm, we strive to build a more inclusive work environment so that we are assembling a team with a rich diversity of perspectives and experience so that we are able to provide the highest quality legal service. Cozen O'Connor focuses its diversity activities in three key areas:

- Recruitment & Hiring; • Retention & Promotion; and • Community engagement

To pursue this important mission, Cozen O'Connor has adopted a multilayered approach. Our efforts are led by Lynnette D. Espy-Williams as Chief Diversity Officer in partnership with our Diversity & Inclusion Committee, which was first established in the late 1990s. The Committee includes attorneys from various practice areas and offices, staff from the recruiting, marketing and professional development departments, and members of firm management. D&I Committee mission is to attract, retain, and improve possibilities for minority attorneys, those who are openly LGBT, those with disabilities, and those who are veterans, as well as to ensure that all in our employ have real opportunities for professional growth and success. The Chief Diversity Officer and the Committee work to ensure that the firm's diversity and inclusion goals are realized and executed within every office and within every region where the firm does business.

### Attorney Resource Groups:

Our CDO is also responsible for leading the firm's resource groups tailored to promote the success and inclusion of six self-identifying constituencies:

- Asian Attorney Resource Group; • Black Attorney Resource Group; • LGBTQ Attorney Resource Group; • Hispanic/Latino Attorney Resource Group; • Different Abilities Attorney Resource Group; and • Veteran Attorney Resource Group.

The ARGs are designed to provide an opportunity for attorneys with shared or similar experiences, backgrounds and commitment to connect, foster mentorship, and develop professional internal and external support networks. They also serve as a resource not only to the group participants, but to the Committee as they guide the firm in identifying strategies that support inclusion efforts while fostering a stronger sense of community firm-wide.

### Diverse Attorneys Retreat:

Biennially, Cozen O'Connor hosts a Diversity & Inclusion Retreat where all self-identified diverse attorneys from all offices, the D&I committee and firm leadership are brought together for a multi-day conference focused on the firm's diversity & inclusion efforts.

### Mansfield Rule 3.0:

In 2019, Cozen O'Connor became a signatory firm to Mansfield 3.0., a pioneering initiative that helps law firms ensure a diverse candidate pool for significant leadership positions and/or appointments. The Mansfield Rule 3.0 — is the third generation of the award winning idea from the 2016 Women in Law Hackathon hosted by the Diversity Lab in collaboration with Bloomberg Law and Stanford Law School — certifies that law firms consider at least 30% women, LGBTQ+ and minority lawyers for significant leadership and governance roles. Cozen O'Connor also recently signed on to participate in Mansfield 2021 beginning in July 2020.

### The Fellowship:

At Cozen O'Connor P.C., we understand the value of a diverse work environment and believe that such diversity adds to our firm's successes and ability to provide better service to our clients. We seek to employ lawyers of diverse backgrounds, and also those committed to the furtherance of a more diverse and inclusive profession. Students in their first year of law school with a demonstrated commitment to diversity and inclusion are encouraged to apply.

Through the Fellowship, Fellows will participate in the firm's summer associate program beginning in May following their 1L year. Fellows spend two weeks during the summer associate program working on a pro bono project and participate in a diversity & inclusion mentorship program.

Fellows will be eligible for a \$10,000 scholarship to help defray the cost of law school tuition and related expenses, paid in two phases: \$5,000 will be awarded upon completion of the Fellow's 1L summer associate position, to be used toward the Fellow's 2L year; and if the Fellow receives and accepts an offer to join Cozen O'Connor's summer associate program following his/her 2L year, \$5,000 will be awarded upon completion of the Fellow's 2L summer associate position and acceptance of an offer to return to Cozen O'Connor as an entry level associate, to be used toward the Fellow's 3L year.

