

Choate, Hall & Stewart LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Boston

DIVERSITY LEADERSHIP

Head(s) of Firm: William P. Gelnaw, Jr., Managing Partner; Charles A. Cheever, Managing Partner

Diversity team leader(s): William P. Gelnaw, Jr., Managing Partner; Charles A. Cheever, Managing Partner

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	n/a	187
U.S. offices only	n/a	187

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	34	26
African-American/Black	1	3
Hispanic/Latinx	5	2
Alaska Native/American Indian	0	0
Asian	1	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	2
Individuals with Disabilities	n/a	n/a
Total	41	39

We do not seek nor track data regarding disabilities.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	40	14
African-American/Black	1	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	3	0
Individuals with Disabilities	n/a	n/a
Total	43	14

We do not seek nor track data regarding disabilities.

OF COUNSEL (2019)

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

We do not seek nor track data regarding disabilities.

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	4
African-American/Black	1	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	1	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	10	9

We do not seek nor track data regarding disabilities.

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	16	14
African-American/Black	0	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	16	18

We do not seek nor track data regarding disabilities.

NEW HIRES (2019)

	Men	Women
White/Caucasian	7	8
African-American/Black	0	3
Hispanic/Latinx	1	1
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	n/a	n/a
Total	9	14

We do not seek nor track data regarding disabilities.

Strategic Plan and Diversity Leadership

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

At Choate, we are committed to fostering a diverse and inclusive work environment that welcomes, values and supports individuals of all backgrounds. This commitment extends to every level and department of the Firm. Our goals are to recruit, retain, develop and promote a diverse group of attorneys and staff to ensure that we value and utilize different experiences, perspectives, and cultures that each member of the Firm brings to the table. Increasing diversity at Choate not only strengthens our institution, but also enhances the services we provide to our clients. The Firm's Managing Partners, lawyers and non-lawyers are all involved in achieving our diversity goals.

Choate's Managing Partners regularly communicate the importance of diversity to all levels of the Firm, and to clients, prospects, and the community in which the Firm's employees work. Within the Firm, diversity is among the priorities discussed at partners' meetings, quarterly Managing Partners' Forums for associates, and quarterly meetings with non-lawyers, as well as in various committee meetings. Externally, the Firm communicates the importance of diversity through the Firm website, marketing materials, and its actions; by working in collaboration with minority-focused organizations to increase the diversity of our attorneys and staff; and by hiring, training, promoting, and retaining diverse attorneys and staff. Affinity groups are one of the ways we achieve inclusiveness at the Firm. Choate has Attorneys of Color, LGBTQ Lawyer, and Women's Affinity Groups that have at their core the goals of fostering community, strengthening our recruitment of lawyers from historically underrepresented groups, and enhancing professional development opportunities for their membership.

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

William P. Gelnaw, Jr., Managing Partner; Charles A. Cheever, Managing Partner

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: 10

Total hours spent on diversity: [No response]

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

The Firm has undertaken a formal diversity program and set of initiatives, which are embodied in the Firm's diversity and women's strategic plans. The Firm's diversity efforts are led by the Managing Partners. In addition, the Hiring Committee, Human Resources and Professional Development Department are likewise committed to and engaged in recruiting, retaining, developing and promoting diverse attorneys and staff. In 2013 we launched our 1L Diversity Fellowship. Through this program, the Firm selects 1L Fellows who demonstrate a commitment to advancing diversity in the profession. In addition to joining the Firm as a summer associate, Fellows are awarded an additional stipend of up to \$25,000 and have the opportunity to earn offers to return to the Firm in their 2L summer. We are pleased to have awarded three Fellowships for the summer of 2015, two for the summer of 2016, one for the summer of 2017, two for the summer of 2018, two for the summer of 2019 and three for the summer of 2020.

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

Annually

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

Having the Firm's Managing Partners lead the diversity effort ensures that Firm management is apprised of progress made in furtherance of the diversity and women's strategic plans. Partner contributions to the Firm's diversity and mentoring initiatives are measured as part of annual partner business plans and are considered by the Partner Compensation Committee as part of the compensation process.

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	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	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	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X	X		Other (please specify): Affinity groups are one of the ways we achieve inclusiveness at the Firm. Choate has Attorneys of Color, LGBTQ Lawyer, and Women's Affinity Groups. Each affinity group has at its core the goals of fostering community, strengthening our recruitment of lawyers and law students from historically underrepresented groups, and enhancing professional development opportunities for its membership. In 2013 we launched our 1L Diversity Fellowship. Through this program, the Firm selects 1L fellows who demonstrate a commitment to advancing diversity in the profession. In addition to joining the Firm as a summer associate, Fellows are awarded an additional stipend of up to \$25,000 and have the opportunity to earn offers to return to the Firm in their 2L summer. We are pleased to have awarded three Fellowships for the summer of 2015, two for the summer of 2016, one for the summer of 2017, two for the summer of 2018, two for the summer of 2019, and three for the summer of 2020. Many of our current and former attorneys have taken on leadership roles in the following minority bar associations and other diversity organizations: President - Mass. Association of Hispanic Attorneys; Asian American Lawyers Association of Mass.; Founder/Co-Chair - Boston Bar Association (BBA) Diversity and Inclusion Section; Founder - BBA Diversity Leadership Task Force; Founder/Executive Committee - Boston Lawyers Group; Deputy Regional President - Hispanic National Bar Association. The Firm proudly served as a sponsor of the 35th Anniversary Banquet of the Asian American Lawyers Association of Massachusetts (AALAM).



Law Firm Diversity Initiatives

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)
X			Other (please specify): Again in 2020, for the tenth consecutive year, The Human Rights Campaign designated Choate as a "Best Places to Work" in its Annual Corporate Equality Index. The Firm received the highest possible rating for LGBTQ equality. We have LGBTQ affinity group events throughout the year that are at times just for LGBTQ lawyers and at other times include additional members of the Firm, including Management. The Chief of Legal Recruiting and Talent Development also holds informal lunches with the LGBTQ lawyers. Additionally, we have sponsored the Massachusetts LGBTQ Bar Association Annual Dinner, the GLAD Spirit of Justice Award Dinner, and the BBA Beacon Award Reception which honored the Massachusetts LGBTQ Bar Association together with five other affinity bar associations.



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.)
X			Other (please specify): The Firm has a formal Disability Accommodation Policy.



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.

Choate is engaged in a number of programs targeted at students with a variety of education levels to feed the diversity pipeline. Our attorneys teach writing skills and mentor Boston public school students through the Citizens Schools Eighth Grade Academy Writing Program. A team of litigators teach legal advocacy to a fifth grade class through the Citizens Schools Mock Trial Program. In addition, Choate attorneys teach Boston public middle school students in celebration of Law Day. The Firm also has employed diverse college interns through the Boston Lawyers Group, of which the Firm was a founding member and on whose board a partner sits, as well as diverse high school students through both the Boston Bar Association and City of Boston Summer Jobs programs. The Firm is also increasingly supportive of the Boys and Girls Club, which helps inner-city children and students.



Recruitment - New Associates

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

Ivy League law schools: We generally interview on-campus or through off-campus interview programs at the following Ivy League Schools: Harvard, Columbia, Cornell, University of Pennsylvania and Yale.

Other private law schools: In 2019, we recruited at the following private schools either on campus, through job fairs, or through resume collection: Boston College, Boston University, Duke University, Georgetown University, New York University, Northeastern University, Northwestern University, Stanford University, Suffolk University, University of Chicago, University of Notre Dame, Case Western Reserve University, Emory University, University of Richmond, Wake Forest University, Washington and Lee University and Washington University.

Public state law schools: In 2019, we recruited at the following public state law schools either on campus, through job fairs, or through resume collection: University of California Los Angeles, University of Connecticut, University of Virginia, University of Michigan, University of Texas and William & Mary.

Law schools of Historically Black Colleges and Universities (HBCUs): In 2019, we recruited at the following Law schools of Historically Black Colleges and Universities either on campus, through job fairs or through resume collection: Howard University.

Diversity job fairs: Boston Lawyers Group Boston Job Fair; Harvard Black Law Students Association 1L Career 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)

We have undertaken special efforts to encourage minority law students to join Choate. Our success recruiting minority law students is linked to a number of factors, including senior management's engagement in recruiting efforts; encouraging our attorneys to participate on panels geared toward law students and attorneys from underrepresented groups; supporting our attorneys who mentor law students of color; ensuring that the composition of our Hiring Committee reflects our commitment to diversity; and celebrating diversity in the profession and at Choate through the Summer Program with a variety of diversity-themed events. We are a founding member of the Boston Lawyers Group, a consortium dedicated to enhancing the recruitment and retention of attorneys of color. The Firm is very active in the organization and has a partner sitting on the BLG's Executive Committee. We have had great success in hiring impressive law students through the Boston Lawyers Group's recruiting programs. We also actively support law student affinity groups, participating in a wide variety of student programs, such as informational panels, mock interview programs, job fairs and networking events.

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

In 2013 we launched our 1L Diversity Fellowship. Through this program, we select 1L Fellows who demonstrate a commitment to advancing diversity in the profession. In addition to joining the Firm as a summer associate, Fellows are awarded an additional stipend of up to \$25,000 and have the opportunity to earn offers to return to the Firm for their 2L summer. We are pleased to have awarded three fellowships for the summer of 2015, two for the summer of 2016, one for the summer of 2017, two for the summer of 2018, two for the summer of 2019, and three for the summer of 2020.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	5	4
African-American/Black	1	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	9	7

We do not seek nor track data regarding disabilities.

OFFERS MADE* (2019)

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

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

We do not seek nor track data regarding disabilities.

OFFERS ACCEPTED* (2019)

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

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

We do not seek nor track data regarding disabilities.

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	n/a	n/a
Total	0	0

We do not seek nor track data regarding disabilities.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

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

We do not seek nor track data regarding disabilities.

LATERAL OF COUNSEL HIRES (2019)

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

We do not seek nor track data regarding disabilities.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

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

We do not seek nor track data regarding disabilities.

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	4	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	n/a	n/a
Total	4	3

We do not seek nor track data regarding disabilities.

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

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

We do not seek nor track data regarding disabilities.

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)

Choate informs search firms that the Firm would like to be presented to strong diversity candidates. Many of our attorneys are active in the following minority bar associations and other diversity organizations, which give us access to diverse talent: Asian American Lawyers Association of Massachusetts; Boston Bar Association (BBA) Diversity and Inclusion Section; BBA Diversity Leadership Task Force; Executive Committee of the Boston Lawyers Group; Hispanic National Bar Association; Massachusetts Black Lawyers Association; Massachusetts Association of Hispanic Attorneys; Massachusetts LGBTQ Bar Association.

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:

Von Mehren Legal Search; Sacks Delano Consulting.



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

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

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

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

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
Total	n/a	n/a

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
Total	n/a	n/a

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)

We work closely with our diverse attorneys to provide them with opportunities to learn from, and develop relationships with, some of our most important clients. We have included diverse attorneys on important client pitches so that they have the opportunity to be a part of client relationships from the earliest stages. These efforts are intended to provide diverse attorneys with more exposure to clients and their businesses, so that they develop ties to important clients and are less likely to leave the Firm. In addition, we have enhanced our mentoring program for associates and principals. A priority of the program is to ensure that our diverse attorneys receive systematic career advice on a wide range of training, development and advancement issues, as well as make valuable connections to important stakeholders within the Firm.

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

Comments:

The Firm appreciates the importance of supporting attorneys' needs to work alternative schedules. Over the years, the Firm has taken several important steps to facilitate alternative schedules. One of the most effective strategies that we have implemented is a workable part-time policy that strikes a fair balance among the needs of our attorneys, their families, our clients and the Firm. While we call the policy "part-time" as opposed to "flex-time", there is inherent flexibility within it. The policy enables associates and partners - both male and female - to work from home and/or adjust their time in the office as work or family requires, while they stay on partnership track. The Firm's IT Department works closely with attorneys on alternative schedules to ensure that they have access to, and support for, the technology that is critical to working efficiently from home or during alternative times. The Professional Development Department helps attorneys plan their parental leaves, smooth their return transitions and structure their part-time arrangements. The Firm also subsidizes onsite back-up daycare. While each of these programs is effective, taken together they enable Choate to continue to support attorneys' needs to work alternative schedules.

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. As the first major law firm in Boston to elect women to its equity partnership, Choate has a long-standing commitment to hiring, retaining, developing and promoting part-time attorneys, particularly women. Attorneys have made partner while on family leave and part-time attorneys have been promoted to partner after just returning from leave or after working part-time for many years. While working a part-time schedule may (depending on the individual circumstances) add some time to the partnership track, it does not impact the attorney's ability to become a partner.

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

9



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	2	2	80
Of counsel	4	3	7	16
Non-equity partner	0	6	6	34
Equity partner	4	1	5	57



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	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	n/a	n/a
Total	7	3

We do not seek nor track data regarding disabilities.

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

We do not seek nor track data regarding disabilities.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	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	n/a	n/a
Total	5	3

We do not seek nor track data regarding disabilities.

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
Total	n/a	n/a

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	3	4
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	0	0
Individuals with Disabilities	n/a	n/a
Total	5	5

We do not seek nor track data regarding disabilities.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	2	23	9
Number of such positions held by:			
Minorities	0	0	0
Women	0	6	3
LGBTQ attorneys	0	1	0
Individuals with Disabilities	n/a	n/a	n/a

We do not seek nor track data regarding disabilities.

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? 1

Minorities heading offices: None. The Firm conducts its practice from one office in Boston.

Women heading offices: None. The Firm conducts its practice from one office in Boston.

LGBTQ attorneys heading offices: None. The Firm conducts its practice from one office in Boston.

Individuals with Disabilities heading offices: We do not seek nor track data regarding disabilities.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: None.

Women heading practices: Kristin Abati, Co-Chair, Wealth Management (14); Brenda Jarrell, Co-Chair, Patent & Intellectual Property (16); Diana Lloyd, Co-Chair, Government Enforcement & Securities Litigation (11); Joan Lukey, Chair, Complex Trial & Appellate Litigation (12); Christine Savage, Chair, Healthcare (3), Melissa Tearney, Co-Chair, Litigation Department (67)

LGBTQ attorneys heading practices: John Pitfield, Co-Chair, Business & Technology (10)

Individuals with Disabilities heading practices: We do not seek nor track data regarding disabilities.

COMMITTEE LEADERS

Minorities heading committees: None.

Women heading committees: Jennifer Fenn, Co-Chair, Hiring Committee (20); Christine Savage, Co-Chair, Alumni Relations Committee (17); Melissa Tearney, Chair, Women's Implementation Committee (6)

LGBTQ attorneys heading committees: None.

Individuals with Disabilities heading committees: We do not seek nor track data regarding disabilities.



The Firm Says

The Hiring Committee is at the forefront of the Firm's efforts to recruit talented law students from diverse backgrounds. The Hiring Committee was proud to launch the Firm's IL Diversity Fellowship in 2013. Hiring Committee members are active participants in minority and diversity job fairs and work in collaboration with the Boston Lawyers Group (BLG) and various affinity bar associations to attract diverse law students. The Professional Development and Human Resources departments are similarly dedicated to diversity and inclusion. They have instituted policies and programs that support our attorneys as they balance the demands of work with the needs of home. These include parental leave policies, part-time options, subsidized on-site back-up daycare, a comprehensive Employee Assistance Program, an innovative Wellness Program, and a generous benefits package.

Additionally, the Firm has developed formal mentoring programs and comprehensive training programs from which Choate attorneys draw support at all stages in their practices and lives. Many of our attorneys are well-known champions of diversity. One of our partners, E. Macey Russell, is a recognized thought-leader on diversity and inclusion. He has been recognized by Massachusetts Lawyers Weekly as a "Diversity Hero" and has generated national recognition for co-authoring "Developing Great Minority Lawyers for the Next Generation", including being honored by The Burton Foundation and Library of Congress with a 2011 Burton Award for excellence in legal writing. We are pleased that Chief Justice Margaret H. Marshall rejoined the Firm as Senior Counsel. Chief Justice Marshall was the first woman to hold the position of Chief Justice of the Massachusetts Supreme Judicial Court in that Court's more than three hundred year history and is the author of more than 300 opinions, including the 2003 decision in *Goodridge v. Department of Public Health*, which declared that the Massachusetts Constitution prohibits the state from denying same-sex couples access to civil marriage. The ruling made Massachusetts the first state to legalize gay marriage. Choate understands that increasing diversity in the legal profession is not simple or easy; but the Firm remains committed to recruiting, retaining, developing and promoting attorneys from underrepresented groups and fostering an environment of inclusion.

The Diversity & Inclusion Committee is committed to creating ways to enhance the development of diverse attorneys and staff throughout the Firm. The Committee recently launched a Diversity Speaker Series. The goal of this program is to raise education and awareness, as well as discuss best practices, on a host of subjects. The Firm has recently brought in thought leaders to speak on topics such as implicit bias and the advancement of women in leadership roles. The Committee also has created a more robust mentor program for all attorneys with a particular focus on furthering the development and advancement of diverse attorneys. The Firm also supports the ABA resolution 113, which was developed to expand and create opportunities at all levels of responsibility for diverse attorneys. To that end, beginning in 2016, the Firm has participated in the ABA Model Diversity Survey.

