

Sheppard, Mullin, Richter & Hampton LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

US: Century City, Chicago, Dallas, Del Mar, Los Angeles, New York, Orange County, Palo Alto, San Diego, San Francisco and Washington, D.C. Asia: Seoul and Shanghai. Europe: Brussels and London

DIVERSITY LEADERSHIP

Head(s) of Firm: Guy Halgren, Chairman

Diversity team leader(s): Lois Durant, Director of Diversity & Inclusion and Talent Management Strategy

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	953	931
U.S. offices only	926	903

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	138	107
African-American/Black	4	11
Hispanic/Latinx	7	8
Alaska Native/American Indian	1	0
Asian	33	28
Native Hawaiian/Pacific Islander	0	0
Multiracial	10	17
Openly LGBTQ	9	2
Individuals with Disabilities	1	1
Total	193	171

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	15	10
African-American/Black	0	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	1
Asian	4	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	21	18

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	139	30
African-American/Black	4	5
Hispanic/Latinx	4	0
Alaska Native/American Indian	0	0
Asian	7	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	2	2
Individuals with Disabilities	0	0
Total	157	36

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	97	31
African-American/Black	1	0
Hispanic/Latinx	0	3
Alaska Native/American Indian	2	0
Asian	7	6
Native Hawaiian/Pacific Islander	1	0
Multiracial	1	4
Openly LGBTQ	5	1
Individuals with Disabilities	2	0
Total	109	44

OF COUNSEL (2019)

	Men	Women
White/Caucasian	110	55
African-American/Black	3	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	1
Asian	3	9
Native Hawaiian/Pacific Islander	0	1
Multiracial	4	3
Openly LGBTQ	2	1
Individuals with Disabilities	1	1
Total	122	71

NEW HIRES (2019)

	Men	Women
White/Caucasian	48	40
African-American/Black	2	4
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	14	6
Native Hawaiian/Pacific Islander	0	1
Multiracial	4	3
Openly LGBTQ	2	1
Individuals with Disabilities	0	1
Total	70	56

Strategic Plan and Diversity Leadership

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

Firm leadership communicates the importance of diversity and inclusion through firm-wide communiques from the Firm Chair, such as the annual State of the Firm meeting held in-person with attorneys and staff at each office at the beginning of the year; through the firm Chair's membership on the Diversity & Inclusion Committee and Strategic Council; through his participation in external diversity and inclusion initiatives, such as the Leadership Council on Legal Diversity; through the employment of a full-time Director of Diversity & Inclusion and Talent Management Strategy; through the provision of billable hours credit for diversity & Inclusion leadership hours; by including diversity & inclusion on the agendas at partner, office managing partner and practice group meetings; through periodic presentations to attorneys and staff on the Firm's commitment to diversity & inclusion; through support of women attorney, attorneys of color, LGBTQ+ and parents affinity groups; through annual celebrations of federal heritage months; through support of relevant internal and external events; through e-mails; through print materials for recruiting and marketing; through the Firm website; through sponsorship of and partnerships with external diversity and inclusion programs and organizations; and through video and in-person diversity and inclusion training.

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

Guy Halgren, Chairman of the Executive 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 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: 16

Total hours spent on diversity: 1000

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.

Our Firm has two standing committees that work together to foster our D&I culture and advance our mission. The D&I Committee has been in place since the 1990s and helps us to stay abreast of best practices relating to the recruitment, retention and promotion of diverse attorneys. The D&I Strategic Council (DISC) uses a data-driven process and metrics to monitor the Firm's D&I statistics and roll out innovative programs and plans. The D&I Committee and DISC meet regularly and communicate the Firm's commitment to D&I broadly.

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?

Monthly

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

The full committee meets monthly and holds one full-day retreat annually. Sub-committees/designated project leaders meet throughout the year as needed to monitor, implement and assess assigned projects. Individual members attend relevant internal and external diversity-related events and programs throughout the year.

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	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	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	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): Sheppard Mullin has implemented strategies to increase, retain and advance minority attorneys, as well as to increase the number of those in leadership roles. This is an ongoing, firm-wide initiative. Our attorneys of color affinity group meets regularly to provide peer support and opportunities for professional growth and business development. The firm actively supports many minority bar associations and actively recruits at the minority job fairs. The firm encourages attorneys of color to actively participate in and provide leadership for internal and external organizations and initiatives.



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X			Implement policies to address gender pay equity
X	X		Other (please specify): Sheppard Mullin has implemented strategies to increase, retain and advance women attorneys, as well as to increase the number of those in leadership roles. This is an ongoing, firm-wide initiative. Each office has a local Women Lawyers Groups (WLG) and meet regularly to provide peer support and opportunities for professional growth and business development. We recently restructured firm-wide WLG leadership to create a National Leadership Council that monitors activities in each office, provides substantive shared content and ensures that each office is active and engaging in productive and effective activities. The firm encourages its women attorneys to actively participate in and provide leadership for external bar associations.



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	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X	X		Ensure that EEO and non-discrimination policies specifically address gender identity
X	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)
X	X		Other (please specify): Sheppard Mullin has implemented strategies to increase, retain and advance LGBT attorneys, as well as to increase the number of those in leadership roles. This is an ongoing, firm-wide initiative. Our LGBT affinity group meets regularly to provide peer support and opportunities for professional growth and business development. The firm supports a variety of LGBT programs and activities and actively recruits at the Lavender Law Career Fair each year. The firm is also a national sponsor of GLAAD and Lambda Legal, and provides significant pro bono hours to GLAAD as its appointed pro bono legal counsel. The firm encourages its LGBT attorneys to actively participate in and provide leadership for internal and external LGBT organizations and initiatives.



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	X		Other (please specify): Sheppard Mullin has implemented strategies to increase, retain and advance attorneys with disabilities, as well as to increase the number of those in leadership roles. Sheppard Mullin is fully committed to all these areas and was delighted to support the very first national conference for law students with disabilities in 2007. Sheppard Mullin is a signatory to the ABA Commission on Diversity Rights Pledge for Change.



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.

Sheppard Mullin has established formal partnerships with existing law school pipeline programs for secondary school students by providing financial support and volunteer attorneys/instructors/speakers. Sheppard Mullin also supports outreach to law school students through a variety of external scholarships.



Recruitment - New Associates

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

Ivy League law schools: Columbia; Harvard; Stanford; Berkeley

Other private law schools: BC/BU New York Off-Campus Job Fair; Chicago; Fordham; George Washington; Georgetown; Loyola; Loyola (Chicago); NYU; Northwestern; Pepperdine; Southwestern; Stanford; USC; USD; USF; George Mason; Vanderbilt

Public state law schools: Berkeley Law; Hastings; Texas; University of Michigan; UC Davis; UC Irvine; UCLA; University of Virginia; Santa Clara; University of Illinois

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

Diversity job fairs: National LGBT Bar Assoc. Career Fair (Lavender Law); NBLSA Job Fairs; Veteran Legal Job Fair; Bay Area Diversity 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)

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

Sheppard Mullin is participating in the Legal Council on Leadership Diversity (LCLD) 1L Scholars as part of the summer program for the sixth year. We also host Our Rock Your Interviews! (RYI) which diverse 1L law students are invited to Sheppard Mullin's offices for panel discussions that prepare them for On Campus Interviewing, as well as opportunities to network with Sheppard Mullin lawyers. RYI has hosted approximately 700 diverse law students at our offices since the program's inception in 2012.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	15	9
African-American/Black	0	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	1
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	20	16

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	15	9
African-American/Black	0	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	1
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	20	16

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	15	9
African-American/Black	0	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	1
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
Total	20	16

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
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	24	17
African-American/Black	0	3
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	10	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	1	1
Individuals with Disabilities	0	1
Total	35	26

LATERAL OF COUNSEL HIRES (2019)

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

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	8	5
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
Total	9	6

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	12	5
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	1	2
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	13	8

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	12	6
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	15	7

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)

The Firm is certified.

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:

Ryder Smith Legal Search



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

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

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	3
African-American/Black	1	0
Hispanic/Latinx	0	1
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
Total	4	5

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	1
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	2
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	3	3

8TH-YEAR PLUS ASSOCIATES

	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	0	0
Individuals with Disabilities	0	0
Total	2	1

OF COUNSEL

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

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	6	1
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
Total	8	1

EQUITY PARTNERS

	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	0	0
Individuals with Disabilities	0	0
Total	2	1

Retention and Professional Development

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

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

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

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Associates who are on approved flexible work arrangements may be elected to partnership and continue on an approved flexible work arrangement as a partner. However, part-time arrangements may delay an associates' candidacy for partnership. Partners may also receive approval for flexible work arrangements.

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

Not available



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	13	15	364
Of counsel	11	22	33	193
Non-equity partner	0	0	0	153
Equity partner	0	4	4	193



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	8	3
African-American/Black	0	1
Hispanic/Latinx	2	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
Total	10	4

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	8	3
African-American/Black	0	1
Hispanic/Latinx	2	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
Total	10	4

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

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

We do not have an associate review committee. Associate performance is managed by Practice Group Leaders with the support of the Talent Management team.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	4
African-American/Black	3	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
Total	10	6

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	19	23	7
Number of such positions held by:			
Minorities	4	1	1
Women	3	6	3
LGBTQ attorneys	2	1	0
Individuals with Disabilities	0	0	0

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

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 11

Minorities heading offices: 3. David Garcia, CC (94); David Douglass, DC (95); Kari Rollins, NY (103)

Women heading offices: 3. Morgan Forsey, SF (99); Polly Towill, LA (163); Kari Rollins, SF (103)

LGBTQ attorneys heading offices: 2. Robert Guite, SF (99)

Individuals with Disabilities heading offices: 0

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 0

Women heading practices: 6. Laura Chapman, Intellectual Property (117); Kelly Hensley, Labor & Employment (129); Sascha Henry, Business Trial (178); Nancy Scull, Real Estate/Land Use/Environmental (102); Amy Tranckino, Tax/Employee Benefits/T&E (27); Linda Michaelson, Corporate (192)

LGBTQ attorneys heading practices: 1. Laura Chapman, Intellectual Property (117)

Individuals with Disabilities heading practices: 0

COMMITTEE LEADERS

Minorities heading committees: 1. Rena Andoh, Diversity & Inclusion Committee (17)

Women heading committees: 3. Jennifer Redmond, Compensation Committee (14); Rena Andoh, Diversity & Inclusion Committee (17); Maryjeannette Dee, Executive Committee (14)

LGBTQ attorneys heading committees: 0

Individuals with Disabilities heading committees: 0



The Firm Says

Sheppard Mullin focuses tremendous resources on every phase of an attorney's career with the Firm, all the way from the first year of practice through the equity partner selection process. In addition, the Firm is transparent with both associates and partners regarding its finances, strategy and statistics and the criteria for partnership.

- Affinity groups for diverse attorneys continue to play an essential role in helping us to retain and develop diverse associates as they advance through the Firm. Besides monthly meetings, these groups also host client receptions and annual retreats.
- Annual appointment of an LCLD Fellow at the senior associate/junior partner level through a Firm-wide nomination process that includes a committee comprised of Firm leadership. The nomination process also serves to highlight numerous high performing diverse senior associates who are then offered additional networking and development opportunities. Our fellows alumni serve in leadership positions and remain engaged with the organization.
- The Associate Mentor Program designed to provide associates with the flexibility to select a mentor who supports where they are in their development and career progression.
- The Career Advisory Program, which allows associates to explore options other than Biglaw in a safe environment. The program includes access to confidential coaching as well as panel discussions that provide relevant information.
- A special intensive business development coaching program called "Practice Made Perfect" is offered to all senior women associates and individualized business development coaching to diverse junior partners.
- ACSIC identified that almost half of Sheppard Mullin's associates of color are first generation Americans and one third of our white associates are also immigrants. In response, the Firm has instituted bilingual/multicultural associate trainings. This program is designed to help associates leverage their skills to develop business.
- The Firm hosts five professional development/training academies for attorneys that focus on the skills they need to develop and demonstrate at various levels:
 - o Summer Associate Academy designed to provide information on the Firm and what is required for success, the legal industry and profession, with a focus on developing resiliency and grit.
 - o New Lawyer Academy outlines the expectations of the practice of law, strategies for developing meaningful relationships and career management as a new practitioner.
 - o Midlevel Academy focuses on developing effective management skills, considers various career paths and discusses how the Firm can support each associate.
 - o Partnership College outlines the criteria and process for becoming a partner at the Firm as well as what is involved in actually being a partner.
- Sheppard Mullin is a signatory to the ABA Wellness Pledge, which was launched in 2018 to improve mental health and well-being of lawyers. Our internal Firm-wide Wellness Resource Group, comprised of attorneys and professional staff members from all offices, identifies and introduces Wellness initiatives while members serve as a Wellness Ambassadors to others in their offices. This includes training programs, the launch of Headspace, and local office-level programs, such as yoga, Weight Watchers, Pilates, and wellness bonuses.

These programs were launched recently and have become key components of our D&I program and strategy:

- Creation of office D&I working groups in all domestic offices. These groups support the Firm-wide inclusion agenda admission, provide an office-specific focus and offer timely trainings (e.g., unconscious bias, microtriggers, etc.). They include all constituencies in each office and provide a forum to discuss office-specific issues, act as a local resource for the national D&I committee and leadership, and sponsor-inclusive events for the office. Those events have included office receptions featuring a "cultural ambassador" presenting a food and drink that is representative of their personal and family history, heritage month events, and community service days.

Managers as affinity group liaisons. The Firm has two Managing Partners and a Vice Chair that support Guy Halgren, our Chair of the Executive Committee. Those three managers are now acting as liaisons for the Firm's four affinity groups — each is associated with one of the groups (and one has taken on the role for our two smaller groups). This step was taken to provide additional visibility for the groups at the Executive Committee level, and also to leverage the institutional knowledge of the managers to assist in rolling out various mentoring and advancement programs targeting the affinity group members.

- Partnering with Practice Group Leaders. D&I leadership is partnering with the Firm's PGLs on recruitment, development, promotion and retention issues. This partnership includes many elements, including:

- o Trainings for PGLs that focus on their primary functions, including associate evaluations, lateral recruiting, promotion decisions, and the partnership process.
- o Review of associate hours/development by affinity group leaders with PGLs to ensure that any issues are caught early and addressed.
- o Development of a toolkit of D&I best practices for the PGLs.

- Refinement and expansion of the Firm's affinity groups. There are two major examples of these changes, the first being the launch of a veterans affinity group in 2019. Among the many projects the group is taking on, it will help the Firm increase our recruitment of veterans and will service a broad cross-section of the Firm, including veterans that are staff members at the Firm and family members of veterans and active military members. Second, in an acknowledgement that the number of women attorneys at the Firm has grown substantially since the Firm's Women Lawyers Group ("WLG") began, the group leadership has restructured to grow from two co-leaders to a WLG Leadership Council consisting of six partners, two associates, D&I leadership, and one of the Firm's managers.

Sheppard Mullin is a member of several industry organizations (e.g., (IILP), (MCCA), (LCLD), (CMCP), etc.) that we work closely with to advance D&I across the legal profession. We also sponsor and support quite a few bar associations, other legal D&I organizations and pipeline programs.

- The Firm has supported USC Street Law and Loyola Law School pipeline programs since 2010, annually providing both attorney and financial support. Our attorneys serve as speakers for the USC Street Law Mentoring Day, and are an integral part of the Loyola Law School Los Angeles Young Lawyers mock trial program, presenting the classroom lectures that help prepare participating secondary school students for their roles. Both programs enable our attorneys to interact with and support diverse law students involved with these programs.
- We made a commitment many years ago to fund scholarships for diverse law students, and have done so annually through Black Women Lawyers of Los Angeles Foundation, the California Bar Foundation, the Hispanic National Bar Association, and others.

- Each year our attorneys serve as mentors to diverse law student through LCLD's Law School Mentoring Program. We also host LCLD 1L Scholars each year as part of our summer program.
- Rock Your Interviews events in which diverse 1L law students are invited to Sheppard Mullin's offices for panel discussions that prepare them for On Campus Interviewing, as well as opportunities to network with Sheppard Mullin lawyers.
- Latino Law Clerks city-wide reception — held in our downtown Los Angeles office, this reception is co-sponsored by the Mexican American Bar Association, the Mexican American Legal Defense Fund, and the Hispanic National Bar Association.
- Sheppard Mullin is a prominent sponsor of the ABA's Presidential Initiative on Achieving Long Term Careers for Women In the Law that seeks to underscore the benefits of women remaining in the profession and highlight the career paths of senior women lawyers for the next generation.
- Pride Parades in San Francisco, San Diego and Los Angeles receive support from Sheppard Mullin in the form of sponsorships, Pro Bono services, and parade participation. In 2019, we sponsored Pride events in nearly every office and expect to achieve 100% participation — albeit virtually -- this year.
- Corporate Counsel Women of Color: We are one the longest standing sponsors of CCWC and provide speakers and support for the conference each year.
- Sheppard Mullin is a signatory to the diversity statements of major bar associations in cities where we have offices and to the statement of the ABA Commission on Disability Law.
- In addition to the activities outlined above, every year, Sheppard Mullin participates in events and provide financial sponsorships to many diversity organizations, programs and initiatives on local, state, and national levels for attorneys of color, women attorneys, LGBTQ+ attorneys and attorneys with disabilities.

Because of Sheppard Mullin's commitment to diversity, the Firm consistently and regularly receives diversity-focused awards. Recent awards include:

- Named a 2019 Inclusion Blueprint Champion by Diversity Lab and ChIPs
- Minority Corporate Counsel Association's 2019 Thomas L. Sager Award National Winner
- 2019 Mansfield Rule 2.0 Certification Plus Status by Diversity Lab
- 2019 ChIPs Honor Roll Award
- 2020 HRC Corporate Equality Index 100% rating of LGBTQ+ workplace benefits
- Ranked #32 on The American Lawyer's Top Firms for Diversity/2019 Diversity Scorecard
- Ranked among Law360's Best Law Firms for Minority Attorneys
- Leadership Council on Legal Diversity's 2019 Top 50 Law Firms

