

# McCarter & English, LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

Newark, NJ; Boston, MA; New York, NY; Hartford, CT; Stamford, CT; Philadelphia, PA; Wilmington, DE; Washington, DC; East Brunswick, NJ; Trenton, NJ

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Joseph Lubertazzi, Chairman; Joseph Boccassini, Firmwide Managing Partner  
**Diversity team leader(s):** Moy Ogilvie, Hartford Office Managing Partner, Diversity Partner

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	387	381
U.S. offices only	387	381

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	50	49
African-American/Black	1	1
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	5	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	2	1
Individuals with Disabilities	0	2
<b>Total</b>	<b>61</b>	<b>59</b>

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	1	4
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	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>5</b>

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	68	15
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	1	0
<b>Total</b>	<b>70</b>	<b>16</b>

#### NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	86	27
African-American/Black	1	3
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>90</b>	<b>31</b>

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	29	18
African-American/Black	1	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>34</b>	<b>20</b>

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	21	7
African-American/Black	1	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>28</b>	<b>8</b>

### Strategic Plan and Diversity Leadership

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

Website, press releases, e-mails, newsletters, meetings and retreats.

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

Moy Ogilvie, Diversity & Inclusion Partner (and Hartford Office 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:* 15

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

*Comments:* Hours are not tracked at this time.

**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?**

Both — formal recruiting efforts, events and sponsorships, and additional informal efforts.

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

Continuously throughout the year

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

By review of activity during the annual compensation/review 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	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		Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
	X		Support law firm's internal affinity networks
	X		Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	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	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

#### INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	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	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

#### INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

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



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



### Pipeline Initiatives

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

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

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

We 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. We do so by mentoring students at the high school and college level. For example, through NJ LEEP, we have conducted mock trial workshops in our Newark, NJ office. These workshops have been very successful, offering mentoring opportunities and developing substantive skills. In addition, we offer internships to a number of high school and college students. We participate in the Lawyers' Collaborative for Diversity's Summer Pipeline Program for college students considering a career in law. Additionally, we typically hire college aged interns through the Newark College Initiative which aims to give Newark residents exposure to quality partnerships with local businesses. We host diverse high school students, introducing them to all areas of the law. We connect the students with an attorney to help them in the future with questions, applications for jobs or schools, or anything else they may need. We follow their careers and, when possible, find placements for them with us as they move through the pipeline. We partner with Schools That Can (Newark) to host a career preparedness program, including a resume and cover letter workshop, and helping the students with interview skills. Schools That Can works to connect leaders, share practices, and build solutions so every urban school can thrive, and to ensure their students are college and career ready. The firm has also coordinated peer mediation programs for middle and high school students in Hartford, CT public schools, has partnered with Junior Achievement in Wilmington (serving K-12 students), and has funded scholarships for diverse law students through diverse bar associations.





### Recruitment - New Associates

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

*Ivy League law schools:* We traditionally recruited at Harvard and Cornell. With smaller class sizes, we no longer go on campus at all schools but we consider submissions from all schools.

*Other private law schools:* We traditionally recruited at Fordham, Seton Hall, NYU, UVA, Georgetown, Temple, Quinnipiac, Boston University, Boston College, Suffolk and Notre Dame. With smaller class sizes, we no longer go on campus at all schools but we consider submissions from all schools.

*Public state law schools:* We typically recruit at Rutgers and the University of Connecticut.

*Law schools of Historically Black Colleges and Universities (HBCUs):* We traditionally recruited at Howard. With smaller class sizes, we no longer go on campus, but we consider submissions from all schools.

*Diversity job fairs:* We typically recruit through the NJ Law Firm Group, Delaware Minority Job Fair, Lavender Law Conference, and NEBSA.

#### 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?

Yes. We host a ten week 1L summer class comprised of diverse students.



### Recruitment - New Associates

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

	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>

#### OFFERS MADE\* (2019)

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

	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>

#### OFFERS ACCEPTED\* (2019)

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

	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>

#### NEITHER ACCEPTED NOR DECLINED (2019)

\* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

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

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	16	5
African-American/Black	0	0
Hispanic/Latinx	1	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	1	0
<b>Total</b>	<b>20</b>	<b>6</b>

#### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	3	1
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	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>1</b>

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

\* Both equity and non-equity

	Men	Women
White/Caucasian	2	1
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
<b>Total</b>	<b>3</b>	<b>1</b>

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

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

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

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

\* Whether hired laterally or promoted from within

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

### Recruitment - Lateral Associates and Partners

#### What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

#### 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?

Unknown

#### 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:

[No response]



### 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	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>

##### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	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	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>1</b>

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	1
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>3</b>	<b>2</b>

##### 5TH-YEAR 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	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>1</b>

##### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	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>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 7TH-YEAR ASSOCIATES

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

##### 8TH-YEAR PLUS ASSOCIATES

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

##### OF COUNSEL

	Men	Women
White/Caucasian	6	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>6</b>	<b>0</b>

##### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	11	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	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>3</b>

##### EQUITY PARTNERS

	Men	Women
White/Caucasian	1	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	0	0
<b>Total</b>	<b>1</b>	<b>2</b>

### Retention and Professional Development

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

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

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

Yes

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

None, other than possibly extending the time it may take to be eligible for partnership consideration, which may vary depending on the duration of their part-time schedule, and their full time equivalency during their period of part-time work.

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

5



### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	20	22	125
Of counsel	18	10	28	55
Non-equity partner	7	4	11	121
Equity partner	0	0	0	86





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2019

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	6	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>6</b>	<b>1</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	9	5
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
<b>Total</b>	<b>10</b>	<b>5</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	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	0	0
<b>Total</b>	<b>4</b>	<b>3</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	9	5
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
<b>Total</b>	<b>10</b>	<b>5</b>

Data provided is as to Partner Compensation Committee. In addition, we have a separate Partner Selection Committee.

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

	Men	Women
White/Caucasian	3	5
African-American/Black	0	3
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>8</b>

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	10	13	22
Number of such positions held by:			
Minorities	2	1	2
Women	3	6	9
LGBTQ attorneys	0	0	0
Individuals with Disabilities	1	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? 10

Minorities heading offices: Moy Ogilvie, Hartford, 27;

Women heading offices: Moy Ogilvie, Hartford, 27; Maria Zacharakis, Boston, 65; Margarita Wallach, New York, 30;

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Simone Wilson-Brito, Real Estate, 24;

Women heading practices: Simone Wilson-Brito, Real Estate, 24; Cynthia Keliher, Real Estate, 24; Sherilyn Pastor, Insurance Coverage, 22; Catherine Mohan, Products Liability, 42; Sheila Calello, Bankruptcy & Restructuring, 31; Amy Haberman, Labor & Employment, 18;

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

#### COMMITTEE LEADERS

Minorities heading committees: Moy Ogilvie, Diversity & Inclusion Committee (15); Simone Wilson-Brito, Women's Initiative Steering Committee (11);

Women heading committees: Christine Lydon, Benefits Committee (6); Moy Ogilvie, Diversity & Inclusion Committee (15); Catherine Mohan, Finance Committee (11); Jill Mello, Partner Selection Committee (15); Michelle Movahed, Pro Bono Committee (20); Christine Lydon, Retirement Committee (5); Maria Zacharakis, Strategic Growth Committee (14); Simone Wilson-Brito, Women's Initiative Steering Committee (11); Cynthia Keliher, Women's Initiative Steering Committee (11)

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



### The Firm Says

McCarter is strongly committed to creating a diverse and inclusive environment. Recruiting, retaining, mentoring, and promoting diverse attorneys is not only the right course of action, it serves to strengthen and enrich the Firm as well as the services we provide to our clients, the diversity of our attorneys, administrators and staff enable us to better understand, value and respect the multicultural differences that comprise today's business world. Through various initiatives, such as the ones described below, we are determined to create a firm that reflects the variety of experiences and capabilities of our diverse community and profession. We also seek to collaborate with organizations committed to providing opportunities, whether educational or economic, to the diverse citizens of the communities we service.

The Firm has hosted a 1L Diversity Program each year since 2014, and will again in 2020. Diverse 1Ls are recruited to work for approximately ten weeks in several of our offices as a pipeline initiative. The program provides the 1L students with invaluable exposure to substantive legal work and legal professionals from different areas of practice. The program also helps us maintain active relationships with law schools. These students are assigned mentors, are encouraged to stay in contact with us throughout the school year, and are invited to events throughout the year. The Firm and its attorneys also participate in other pipeline initiatives which expose students to the legal profession during their middle, high school and college years.

The Firm has a proactive Diversity & Inclusion Committee, consisting of partners and administrative staff from various regional offices. The Diversity & Inclusion Committee holds regular meetings to address relevant topics, including ways for the Firm and its various practice groups to enhance and improve the retention, promotion, and professional growth of diverse attorneys.

The Firm has a strong sponsorship program for our attorneys of color and LGBT attorneys: each attorney is paired with partners known for their rain-making abilities and leadership within the Firm, and who are committed to the success of the sponsorship program. The sponsors are encouraged to take their mentees to client meetings, introduce them to those who are important to the client relationship, and ensure their mentees are receiving a variety of challenging assignments and through sound mentoring, help ensure the quality of work produced. The goal of the sponsorship program is to increase retention and promotion of our diverse attorneys, and to position them for success. The firm also has a Women's Initiative, which was developed to promote and support the retention and advancement of the Firm's women attorneys. The Women's Initiative has three separate missions: (i) client/business development; (ii) mentoring/leadership training; and (iii) community involvement. McCarter has achieved Gold Standard Certification by the Women In Law Empowerment Forum (WILEF) each year from 2011 through 2017, and again in 2019.

The Firm has an established balanced-hours policy (which is gender neutral) for both associates and partners. The policy permits elevation to partner of attorneys who select the balanced-hours track as an associate. Several associates and income partners, both men and women, work balanced hours. The program has been successful and is expanding. In addition, in 2010, the Firm established a formal flex-time policy for associates and partners. Partners (including equity partners) as well as associates work balanced hours and flex-time schedules. McCarter was among the first law firms in the U.S. to adopt a "gross-up" policy so employees who claimed health care benefits for same sex-civil union partners could receive a bump in income such that, post-tax, the employees were in the same position as similarly situated employees electing healthcare benefits for their opposite-sex spouses - a powerful example of the Firm's commitment to creating an inclusive work environment that ensures all of its employees are treated fairly.

The Firm has conducted an extensive diversity audit and firm-wide diversity training for all employees, including senior management. Involvement in diversity initiatives is a component of the Firm's Committed Hours Policy. This policy requires associates to spend 150 hours of non-billable time on various commitments, including diversity efforts, in order to be eligible for a year-end bonus.

McCarter routinely supports national and local legal organizations that promote diversity. Our attorneys actively participate in, and the Firm financially supports many organizations, including NAWL, MCCA, Human Rights Campaign, Lawyers Collaborative for Diversity, and the Boston and New Jersey Lawyers Groups. Our attorneys are actively involved as members and leaders in minority bar associations and law school affinity groups in the cities in which we have offices. McCarter has been recognized as a Top 100 Law Firm for Diversity and Women by Multicultural Law Magazine.