

Diversity Done Well

DIFFERENT BACKGROUNDS AND WORK STYLES

ANYTHING YOU DON'T HAVE **MARITAL STATUS**

GENDER THE INFINITE RANGE OF CHARACTERISTICS AND EXPERIENCES THAT MAKE US DIFFERENT

ACCEPTING OUR DIFFERENCES **LGBT**
AS ASSETS AND STRENGTHS

THE WHOLE RAINBOW IN TERMS OF
LOOKS, CULTURE, EVERYTHING

UNDERREPRESENTED CATEGORIES

A DIFFERENT WAY OF THINKING

INTERGENERATIONAL / AGE DIVERSITY

ETHNICITY A STRONG MIX OF PERSPECTIVES AND INSIGHTS

RELATIONSHIPS BASED

AROUND WHO PEOPLE ACTUALLY ARE

PARENTAL STATUS

NATIONALITY

RACE

EDUCATION

A REFLECTION OF OUR STAKEHOLDERS AND CUSTOMERS

UNIQUE PERSPECTIVE

MILITARY STATUS
POLITICAL AFFILIATION

TRANSCENDS BORDERS

**ALL DIFFERENCES NOT JUST THE
TRADITIONAL PROTECTED CLASSES**

 MAJOR, LINDSEY & AFRICA

The legal profession is one that is often criticized for its lack of diversity. We at Major, Lindsey & Africa pride ourselves on our efforts to diversify the profession and our organization and applaud our clients for the work they do to move the diversity needle. Many strides are being made to foster inclusive workplaces that accurately reflect society and the communities they serve.

We are pleased to highlight the hard work of some of our exemplary clients within these pages.

DIVERSITY AT MAJOR, LINDSEY & AFRICA IS...

“...about having a broad collection of perspectives, points of view and backgrounds. And in our minds, diversity is not complete within an organization without inclusion. That’s really what we’re talking about. It’s the environment people come into and are a part of. An environment that leaves all sorts of people feeling like they belong, like they are valued, like they can express themselves in unique ways. If you have a fixed mindset about who you are and what you want to be, then fostering this type of environment will be nearly impossible. You have to have a flexible mindset and be open to unique points of view, perspectives and ideas. That’s what you are aspiring toward, and you can achieve that in different ways based on who you are open to bringing to the table.”

OUR DIVERSITY MISSION

Major, Lindsey & Africa is committed to being a legal search, staffing and solutions firm that includes people of diverse backgrounds and fully utilizes their talents to provide the highest-quality service to our clients and candidates. The firm is dedicated to being a diversity market leader both internally and externally by employing effective methods to recruit, hire, promote and retain diverse persons and by furthering diversity and inclusion in the legal market through its business activities.

BY THE NUMBERS



46%

of senior management
is female



63%

of entire organization
is female

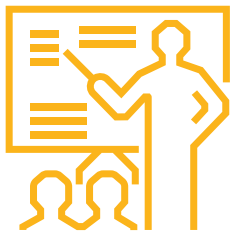


25%

of entire organization
is diverse
(up from 18% in 2012)

Top 10 Resources Needed to

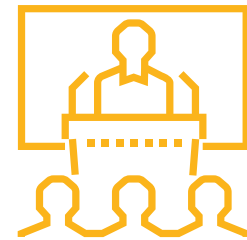
MOVE THE DIVERSITY NEEDLE



DEVELOPMENT
& TRAINING



COMMITMENT FROM
LEADERSHIP



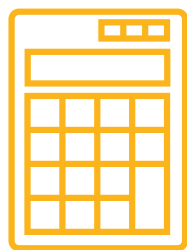
TRANSPARENCY &
COMMUNICATION
THROUGHOUT ORGANIZATION



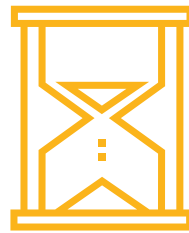
SUPPORTIVE CLIENTS



**NETWORK OF &
ABILITY TO IDENTIFY
QUALITY TALENT**



**BUDGET TO SUPPORT
DIVERSITY INITIATIVES**



**TIME & PERSONAL
COMMITMENT TO
CHAMPIONING DIVERSITY**



**TOP-NOTCH DIVERSITY
RECRUITING PARTNER**



**STRONG TEAM
FOCUSED ON
LEADING INITIATIVES**



**BONUS
INCENTIVES**



CORPORATIONS

“If you really think diversity is important, you have to engage in it as you do with anything else you think is important.”

Sharon Barner
Vice President & General Counsel



Diversity and inclusion have been a part of Cummins Inc.'s core values since its founding nearly 40 years ago. As a global company, we believe that diversity includes gender, race, ethnicity and sexual orientation as well as an individual's cultural and personal differences, and life and professional experiences. Within Cummins, the legal team is the most diverse function in the company, with 60 lawyers who are racially and ethnically diverse. Of the 35 U.S. lawyers, for example, seven are African American, two are LGBT, two are Indian and one is Pakistani, while seven are white males and 13 are women.

www.cummins.com/global-impact/diversity

History

What was the state of diversity at Cummins when you joined?

Legal was doing pretty well on diversity when I got here. There was a good mix of gender/race/sexual preference diversity in the in-house counsel. The three GCs before me were also women and at least one was African American, so in the GC chair, there has been a lot of diversity historically as well.

What steps did you take to diversify the legal department?

Cummins had a pretty good foundation, so I didn't have to convince anyone that I should have diverse lawyers on my team. There were 27 lawyers when I got here, and now there are 60 lawyers. I was building this team dramatically, doubling in less than two years, so I could go out and make the next 30 recruits diverse because I knew I was being supported. The first thing I did was meet with my team and talk about why diversity is critical and why we were going to ensure our slate of candidates included diversity. I talked about the history of Cummins and what we were going to do going forward. Then I was actively involved in the recruiting process. I have a really broad network of lawyers, having done this for 34 years. A lot of what I do is reach out and network and make it clear that I'm looking for diversity. Tapping my network was critical, as was having my leadership team talk to people about coming to Indiana.

Measurement of Success

How do you define diversity?

As a company, we think about a really big umbrella that includes typical diversity such as race, gender and ethnicity. We also include other aspects of diversity such as geography and country of origin. People with diverse paths and backgrounds bring a different way of thinking to the table, and that gives us better results.

What are your diversity goals?

I have a pretty diverse team, but we can always do better. Now I'm extremely focused on ensuring that our external law firms are utilizing diverse lawyers on our legal matters.

Outside Relationships

How does diversity affect your relationship with outside counsel?

I believe that the representation in an in-house group should be reflected in outside counsel as well. From the start, I asked very specific questions about diversity—not only from a race/ethnic standpoint but also about what programs the law firms have in place to recruit and retain diverse lawyers. During interviews, I say to them, “Does your side of the table look like mine?” I set the tone early. All law firms are on a journey and some are farther along, so I work with all firms to help them do better. I look for visibility (in the kind of work they have diverse lawyers working on) in my matters, and I get engaged in the quality of work and supervision they are getting. I created a retention letter that talks about diversity and asks about diversity efforts. My in-house team does an evaluation of each law firm's work; the law firm has a copy of the evaluation form and the factors of things we're looking at because what we're grading them on doesn't need to be a secret. I give firms extra work/points if I have a diverse engagement partner on new work. There are lots of firms that do great work, so I have a lot to choose from. I won't give firms new work if they aren't trying to meet my goals. You have to set diverse lawyers up for success with good visibility and good training—it's no accident. It requires more active engagement from the GC and my lawyers. We get engaged in a lot of not purely legal work because it's important to us, and me, and to them that we move the diversity needle. It can't just be me because if it is, it's going to stop when I leave.



“Anyone who thinks they are doing well at this [diversity and inclusion] is misguided. We’re only ‘doing well’ because we’re not satisfied.”

Mike Harrington

Senior Vice President & General Counsel



Eli Lilly and Company embraces diversity and believes it means understanding, respecting and valuing differences. They are committed to diversity in the workplace as well as in their relationships with suppliers. Overall, the legal team has a balanced representation of women and men, with at least 50% women on the team, and continues to work to accelerate improving their ethnic diversity.

www.lilly.com/About/Diversity/diversity.aspx

History

What was the state of diversity at Eli Lilly when you joined?

I've been working on improving the diversity of our legal function since before I became GC almost four years ago. We had too few senior women and women of color. We were significantly set back when two senior women retired and another was promoted to a new role outside of legal. We hadn't developed adequate succession plans. I felt great about the middle and the people we were bringing in, but I didn't feel great about the diversity at the senior-most levels.

What steps did you take to diversify the legal department?

We've been working hard at improving our people development programs across the board, concentrating on taking our best diverse talent and accelerating their development to fill that gap. The best results come from one-on-one dialogue. It's sitting down with a young lawyer and asking, "What do you want to be when you grow up?" and then mapping out a career plan with alternative paths on it. What you do for an individual is driven by that conversation and can be very different depending on the skills and talents of those people. I like moving the potential top-talent attorneys into roles that cause them some anxiety and make them break a sweat; it accelerates their growth and development.

This type of aggressive development requires the understanding and commitment of business leaders. If we are going to grow and stretch lawyers, they are going to be growing into that job. This involves a very explicit conversation with the business leader. We're going to talk about that early on—me and the business leader—to make sure the transition is going well. People understand and appreciate that we are trying to develop the best lawyers.

Measurement of Success

How do you define diversity?

We think of it very broadly and in lots of different ways. We want our legal department to represent our stakeholders and customers. We certainly need gender, race and ethnic diversity. But I'm increasingly thinking about age diversity and building teams that have older people with younger people because I appreciate that people my kids' age have perspectives that are valuable and not always obvious to someone my age. We are also looking at education, as we need people with science backgrounds. I'm trying to keep all those axes of diversity in my head simultaneously.

What are your diversity goals?

My focus is really on the people who sit on my leadership team. I want my leadership team to be as diverse as possible and as good as possible. I'm first interested in my direct reports and, beyond that, who is going to succeed me. I'm also very interested in who will succeed them. I spend a lot of time looking at people around the table and making sure we have a talented, diverse group of successors competing for those seats. We do well at the recruiting and hiring stage; the challenge is pulling them through.

Outside Relationships

How does diversity affect your relationship with outside counsel?

We are not the most aggressive in monitoring representation numbers because I'm skeptical about what those numbers tell you. Instead, we try to have a dialogue about the specific lawyers doing our work, asking the firms what the plan is to retain them and how they can get more involved in our work. We want to know how the individuals we know and like are going to progress through the firm. We want to know the qualitative, not just the quantitative. I have this conversation regularly with law firm leaders. We have not hired firms that we would have otherwise hired because I felt they were not committed to diversity; that, aside from representation numbers, they didn't share our values.



“To me, diversity is a no-brainer. It’s obvious. It’s what makes sense.”

Mark Zemelman

Senior Vice President & General Counsel



Kaiser Permanente values and celebrates diversity, ensuring that their workforce—at all levels and in every corner of the organization—represents the diverse members, customers and communities they serve. The legal team is a representation of California and the rest of the country, with a mix of men and women, Caucasians, African Americans, Hispanics and Asians.

www.kaiserpermanentejobs.org/diversity.aspx

History

What was the state of diversity at Kaiser Permanente when you joined?

Kaiser Permanente has emphasized diversity and inclusion from its beginnings in World War II. We were one of the first hospital organization to integrate not only our wards but also our rooms. Also, Kaiser Permanente was very fortunate that the GC for many years, Bob Erikson, was an advocate of D&I before corporations were talking about D&I. So when I joined 25 years ago, the legal team was already fairly diverse.

What steps did you take to diversify the legal department?

What makes for a great legal department are lawyers who, in addition to having excellent analytic and writing skills, can relate to anyone. You begin to build that skill set by hiring a diverse department with a variety of life experiences. The most important step is finding a headhunter who is willing and able to support diversity searches. Beyond that, the most effective thing has simply been tying money to it. For example, early on I said we're going to make a target of increasing the number of outside counsel we use that are minority/women-owned law firms. When you tie money to it, it just happens. We have been quite successful: We have simultaneously lowered our outside counsel cost, increased the quality of our work and brought a diversity to the lawyers who represent us that approaches the diversity of our members.

Measurement of Success

How do you define diversity?

My way of thinking about the world is we're moving from diversity to inclusion. It's become very clear to most companies that, given that their customer base is diverse, they need to appeal to a diverse audience. That's the beauty of the U.S.—it's a whole rainbow in terms of looks, culture, everything. One of the ways you appeal to it is to look like your customers. The challenge really is inclusion. Getting to that place where you're not just there because it makes sense to have diverse people but because people want to know you as an individual. You want relationships based on who people actually are. That's the way you get the most productivity and inspiration.

What are your diversity goals?

I don't have a target for each year or hire. What I have is an overall understanding that over time what I expect will happen in our department—and in the legal profession—is that we will reflect the state of California and represent the nation in terms of the diversity of people. Our team has to represent us.

Outside Relationships

How does diversity affect your relationship with outside counsel?

As I said earlier, we previously set a goal to increase the proportion of outside counsel we work with that are minority/women-owned law firms. This year, we're doing a baseline where we're looking at all of our firms to see where they are and who we're specifically working with. Next year, we're tying bonuses to improving the diversity of the teams working for us. We are talking to our firms about this and sending out periodic surveys. Then we call and meet with them. It's not just about diversity. Cost-effectiveness, quality and diversity—all three are equal and we expect all three. We're meeting and understanding where the firms are in terms of development. We make it a partnership. If over time they aren't providing this to us, I'm going to cut them out. But you don't do this by way of a hammer—you do it by partnering. Healthcare is traditionally a field with many women but not women of color—I've suggested to firms that they reach over to other teams and bring them over to their healthcare team, and Kaiser Permanente will provide business if they do a good job.

“The most important decision I make is who is on the team. Diversity is absolutely the right thing to do, whether for social, moral or ethical reasons. You’re only as good as your people.”

Mark Roellig

*Chief Technology & Administrative Officer
(Former Executive Vice President & General Counsel)*



MassMutual believes diversity includes the broadest possible range of cultures, backgrounds, experiences and perspectives, and supports diversity and inclusion throughout their organization from the top down. Their legal team currently comprises 43% female, 18% people of color and 8% LGBT.

www.massmutual.com/about-us/diversity-and-inclusion

History

What was the state of diversity at MassMutual when you joined?

We did not have any structured or informal policy or approach to diversity when I joined in 2005. There was absolutely no focus on diversity within the legal department. We only had two attorneys of color, and one was not a permanent employee. I don't recall the number of female attorneys, but the numbers were not very impressive at that time.

What steps did you take to diversify the legal department?

We laid out a four-part plan: 1) Create the environment; 2) Build the brand; 3) Develop a pipeline and hire; and 4) Develop our people and promote their success. We began by putting a specific policy in place that talked about what we thought diversity should be internally as well as with the outside counsel firms we engage. We then created a standing committee on diversity. I also set diversity objectives for each of my direct reports that impact their compensation and promotion opportunities, and made clear they would be rewarded for developing diverse employees, attending diverse events and working with outside law firms to create an environment that values and respects diversity.

With the brand, we became more involved in the community by creating our own 1L Diversity Clerkship Program and sponsoring a fellowship with Goodwin. We also host dinners for minority counsel, participate in key diversity groups (such as Leaderships Council on Legal Diversity, a Boston lawyers' group and IALB) and sponsor and attend various events—and I personally mentor diverse law students, at least one each year. It's not just about putting in place the environment; it's also about going out and showing that we're a company that values diversity and inclusion.

For recruiting, we require that there be a diverse pool considered before doing any hiring. We have created a Diversity Connector group on LinkedIn that shows new opportunities and shares them with individuals in that list group. Oftentimes, a diverse individual on the list may not be interested but may know another diverse individual who would be interested. After an individual is hired, we continue to develop and promote internally, assigning mentors and making leadership opportunities available. We focus on spending time making our stars superstars.

Measurement of Success

How do you define diversity?

Within our law department, we have our own diversity policy. We specifically define it as gender, sexual orientation, race, etc., but we really value the infinite range of characteristics and experiences that make us different. While, yes, we recognize the traditional categories, some diversity is not in those traditional categories and is just as important.

What are your diversity goals?

You know where you want to get to, which is that you clearly want to reflect the population in which you operate, so the overall objective is to reflect society as a whole. I measure it very carefully to see how we're doing; I feel we've progressed really well. As far as particular objectives, it's around all the initiatives. If the initiatives aren't yielding the results, we have the wrong initiatives. So I measure the results of our initiatives and how well they are producing.

Outside Relationships

How does diversity affect your relationship with outside counsel?

We are tracking the data and ensure the firms we use value diversity and inclusion. We do this through our eBilling system, which captures diversity information from the firms. We also do an internal survey of the major law firms we use. When we see a high percentage of women and people of color billing hours, we then ask how many of the equity partners are diverse. If we see a breakdown, we emphatically make it clear that our expectations are that the firm will improve with respect to leadership in the firm, equity partners, lead attorneys to clients, etc.

We retain our firms based on their commitment to diversity. We have sat down with firms and told them we wouldn't use them because their numbers of diverse equity partners was so low.



We'll help you get there.®

“Building diverse teams is
the way of the future.”

Gloria Santona
General Counsel



McDonald's legal department is dedicated to providing opportunities and growth for team members from diverse backgrounds and communities. The legal department operates with a focus on embracing differences as strengths, and valuing and respecting each other. Resources are devoted to advancing diversity and inclusion within the legal department and the larger legal community via the department's Diversity Committee. Respecting each other, listening to one another and participating in knowledge-sharing has helped shape the organization as it is today. The U.S. legal team, for example, comprises 99 attorneys, including 54 females, six Asians, three African Americans, four Hispanics and five multiracial team members.

http://corporate.mcdonalds.com/content/mcd/corporate_careers/inclusion_and_diversity.html

History

What was the state of diversity at McDonald's when you joined?

Commitment to diversity has been a part of McDonald's legal department since the beginning. I joined the legal department in 1977 and was one of 13 lawyers—four were women, two were Hispanic, one was African American and one was Asian. These numbers were unprecedented at the time. Today, the numbers reflect this long-standing commitment.

What steps did you take to diversify the legal department?

Our commitment to diversity comes from the top. This commitment is embraced by our leadership, and within the legal department that translates into clear sponsorship of our diversity efforts. Diversity is a consideration in our recruiting efforts. In addition, we explicitly support and encourage our lawyers to participate in D&I events and take on leadership roles in diverse organizations, and we support their participation in professional development opportunities, such as LCLD (Leadership Council on Legal Diversity). We take steps to internally acknowledge and recognize those folks who are committed to D&I and we position them as champions. Finally, we have a Diversity Committee within the legal department, which focuses on advancing the department's D&I.

Measurement of Success

How do you define diversity?

Diversity transcends borders. It is about all differences, not just the traditional protected classes, whether you look at background, life experience, education or personal goals. When you combine those with the required legal skills, those differences facilitate our goals as we work to tackle legal challenges facing the business.

What are your diversity goals?

We're going to continue focusing on the hiring and retention of diverse and talented lawyers. We monitor and evaluate our diversity numbers because we need to continually evaluate how we are performing in order to continue to make progress. We need to know we are creating positive change on the diversity front, not just paying lip service to it. We're confident we will continue to maintain and increase our strong record of diversity as long as we remain focused on our efforts.

Outside Relationships

How does diversity affect your relationship with outside counsel?

Ultimately, diversity within the organization strengthens our relationship with outside counsel. We're looking for counsel who bring a focus on diversity to the table and will partner with us in our commitment. We've pledged an annual spend to women/minority-owned law firms with whom we've connected through the National Association of Minority & Women Owned Law Firms (NAMWOLF). We track our annual spend to monitor diversity aside from NAMWOLF member firms. We also conduct an annual performance survey with our top billing outside counsel, which involves in-person performance discussions covering a host of issues, including diversity. The survey was borne out of our desire to enhance our relationships, because we want our firms to share our commitment to D&I and pro bono work. A lot of our outside counsel teams are mirroring our commitment (at least in the teams they are putting forth to us).

The American Bar Association (ABA) adopted Resolution 113, which encourages all legal services providers to expand and create opportunities for diverse lawyers at all levels. I acknowledged support for this resolution this year, and from this, the ABA Model Diversity Survey was created to determine how well law firms are doing with regards to diversity. While this may not be the answer for all D&I issues, it's a step in the right direction. We will be asking the outside counsel who provide significant legal services to us to respond to the ABA Model Diversity Survey in 2017.



“For us, diversity is not a catchphrase or a quota system. We strive to create a rich, diverse environment—a place where all employees feel included and valued so that we may leverage each of our team member’s unique skills and expertise.”

Ken Patel

Vice President & General Counsel



Procter & Gamble (P&G) is committed to diversity and creating an environment where personal traditions, points of view and experiences are celebrated and embraced. The global team, with presence in almost 50 countries around the world, is richly diverse not just from a gender and racial/ethnic standpoint but also from the point of view of academic backgrounds, cultures, working and thinking styles, life and career experiences, etc.

<http://us.pg.com/who-we-are/our-approach/diversity-inclusion>

History

What was the state of diversity at Procter & Gamble when you joined?

P&G has a long history of fostering a diverse and inclusive culture. During the more than 23 years that I have been with P&G, I have seen an inspiring transformation that one should expect at a successful multinational company. Our global businesses are staffed with a globally diverse population and our legal organization mirrors this population, beginning at the top.

What steps did you take to diversify the legal department?

We made an intentional choice to consider diversity and inclusion in decision-making about a variety of personnel matters such as promotions, assignments, career growth plans, mentorship and sponsorship. This is an ongoing journey for our legal department; and while we have room for progress, we are making intentional strides forward.

One thing we focus on is our recruiting. We recruit on law school campuses and in a variety of other places, such as diverse law student job fairs and the Leadership Council on Legal Diversity's (LCLD) 1L Scholar's Program. For our annual summer intern program, we recruit at the Cook County Bar Association Minority Job Fair in Chicago, Illinois, and the Southeastern Minority Job Fair in Marietta, Georgia. For the past several years, a majority of our interns came into our legal department as a result of these efforts.

Our lawyers are also involved in a number of internal diversity and inclusion efforts as well as community-based organizations. For example, our legal leaders actively support the company's eight affinity groups, with our Chief Legal Officer serving as the executive sponsor for our Gay, Ally, Lesbian, Bisexual and Transgender Employees affinity group. Externally, we partner with several national organizations to promote diversity, such as the LCLD. P&G Legal is a founding member of the Greater Cincinnati Minority Council Program, and we support the Law & Leadership Institute (LLI), which leads an Ohio-wide program that prepares high school students, primarily from urban school districts, for professional success in law careers.

Measurement of Success

How do you define diversity?

We define diversity broadly, beyond categories such as race, gender, national origin, sexual orientation and gender identity; we also consider diversity of thought, experience and style. We want to bring together individuals from varying backgrounds, cultures, working/thinking styles, perspectives, and life and career experiences.

What are your diversity goals?

Our focus is on building consumer-preferred brands and products that are winning value-creators in their industries. The more diverse and inclusive we are, the more likely all of us are to understand consumers' needs and find ways to innovate to meet those needs with P&G brands and products. Every year, we survey our internal lawyers and support staff on a number of measures including diversity and inclusion. In the most recent survey, our employees' responses ranged from 80% to 94% favorable across diversity-related questions. While these results are good, because of the value we place on both diversity and inclusion, we continue to strive for 100%.

Outside Relationships

How does diversity affect your relationship with outside counsel?

At P&G, we expect our outside counsel to share our commitment to diversity and inclusion. We ask our outside counsel to support and promote diversity as we do and to put diverse lawyers on our matters. We also ask our firms to provide data to us periodically so that we can gauge progress and engage in constructive dialogue if we see shortcomings.





LAW FIRMS

“You have to have a dialogue about it [diversity] from top to bottom and side to side. Otherwise, out of sight, out of mind.”



Bob Grand, *Firm Managing Partner*

Kathleen Anderson, *Partner*

Dawn Rosemond, *Partner, Director of Diversity,
Professional Development & Inclusion*

Bob Grand and Dawn Rosemond are co-chairs of Barnes & Thornburg’s D&I Committee. Kathleen Anderson served as the co-chair of the D&I Committee prior to Dawn and also spearheaded the firm’s main D&I initiatives. Barnes & Thornburg LLP recognizes that a true dedication to diversity requires action. Accordingly, the business of diversity at Barnes & Thornburg is aligned with the business of the firm. The firm’s mission on the D&I front is to hire great talent from all backgrounds and then work together as a team to foster an environment of inclusion that promotes retention, training, promotion and empowerment so that all are positioned to win. In this past year, a third of their summer associates were racially diverse and over half were women, while 17% of lateral hires were racially diverse and 55% were women.

www.btlaw.com/diversity

History

What was the state of diversity at Barnes & Thornburg when you joined?

(Bob) Diversity was not discussed back then (1987). At that time, the firm had been very active in recruiting largely African-American lawyers, where other firms had not. We were the first law firm to have a woman partner and to promote an African-American male and female to partner, but not as a diversity issue, more so because we have always sought to bring in some of the most talented people in the profession. I've seen a lot of progress since then, especially in the past four to five years.

What steps did you take to diversify the firm?

(Bob) In the early 1990s, we created a women's committee, and that morphed into what is now our current Diversity & Inclusion Committee. The goal of the D&I Committee is to work with people and departments in the firm, advising them on diversity issues, providing career development opportunities and serving as a liaison between human resources, recruiting and management to create an inclusive environment. We're very proud that our management team insists that diversity is a standing item on their meeting agenda. It makes a difference when the management is aware of our progress and efforts on a regular basis.

We also implemented a Diversity Action Plan that outlines activities for recruitment and retention, mentoring, professional skills development programs and sponsorship of diversity-focused events. And effective October 1, 2016, we created an executive-level director of diversity, professional development and inclusion position, and named our long-standing partner, Dawn Rosemond, to fill that role.

Measurement of Success

How do you define diversity?

(Kathleen) There are many different perspectives on diversity because, ultimately, you want to include everybody. At its base, diversity is gender, race, age, national origin, marital status, veteran status, political affiliation, etc.; but we also go deeper and get into intergenerational and geographic diversity as well.

What are your diversity goals?

(Dawn) We certainly want to increase our demographics at every level. And retention of our women and minority talent is paramount, so our goal is to focus our efforts on strategic initiatives and programming to that end. But we are after bold change. So in conjunction with such efforts, a deliberate focus on sponsorship, wholesale integration and cultural/environmental elevation is paramount. We have set aggressive goals for ourselves to establish Barnes & Thornburg as a leader in the D&I space. We will not stop until they are achieved.

Outside Relationships

How are the expectations of your clients affecting your hiring?

(Kathleen) It varies by type of client, industry, size, etc. It's amazing the number of requests we receive for information about our diversity, and it takes a great deal of time to respond to those requests. We listen to what our clients expect and to the feedback they provide. Some of our clients put it right out there, so you have to be paying attention to your diversity efforts and be ready to answer the question at any given time. If we look at our personnel and don't think we have the firepower we need in that position, we're going to go out and aggressively find candidates.

That said, our clients want the same thing we want—a diverse and empowered workforce. So our clients challenge us, yes, but we are challenging ourselves to be the best we can be.



“For diversity to work, you need buy-in, and sometimes that buy-in is from someone who doesn’t fit into a diverse category but views it as important to the success of the institution.”



Michael Imbroscio, *Partner*
Tammy Albarrán, *Partner*

Michael Imbroscio and Tammy Albarrán lead the firm’s diversity and inclusion efforts. At Covington & Burling, differences are seen as an asset and a source of strength. Covington lawyers bring a wide variety of backgrounds, perspectives and life experiences to the practice. They are focused on hiring, developing and retaining good talent that can be brought up through the ranks and positioned for success within the firm.

www.cov.com/diversity

History

What was the state of diversity at Covington & Burling when you joined?

(Michael) I joined as a summer associate in 1992 and then returned as a lawyer in 1994. In the time since, I've seen a remarkable period of evolution for diversity and how we think about staffing and structure. Covington has always had a diversity committee, and that was groundbreaking in the 1990s. The committee was made up of people who were interested in and devoted to the issue. Unfortunately, this committee wasn't the best vehicle because so many people were on it and it was too big for its own good, so it wasn't successfully driving results.

What steps did you take to diversify the firm?

(Michael) Really, diversity begins with our management committee. Our chair, Tim Hester, had the idea to create a new function that gives sole focus and accountability on these issues. Buy-in is the key because a lot has changed in the past 40 years, and winning the hearts and minds of the most senior lawyers is essential to success. Raising awareness and consciousness on these issues and communicating it is integral for the survival of an institution.

(Tammy) In the past year, we have created six affinity groups to create a community and voice among our LGBT and veteran lawyers as well as our African American/Black, Asian, Latino/Hispanic and women lawyers. We have a diversity session at our partner retreat and speak to the entire partnership periodically to get that buy-in from all senior lawyers. We also started a diversity speaker series this year where a client, or member of the judiciary or thought leader on the issues, will come in and speak about diversity in the legal profession, which helps move us in the right direction.

Measurement of Success

How do you define diversity?

(Tammy) We define diversity as difference among us. That includes ethnicity, sexual orientation, background and more. We are committed to diversity and value it greatly. We recognize that differences are an asset and bring strength to our firm. We're actively recruiting and striving to maintain a diverse workforce with lawyers and non-lawyers, creating opportunities for personal and professional growth within the organization.

What are your diversity goals?

(Michael) Setting goals is important and frankly a piece of the accountability. One concrete way to measure how well we are doing with diversity is in our summer associate program; the vast majority of diverse recruits who join the firm full time come from this program. Last year, our summer class was 42% diverse with 55% women. We look at these numbers because this class will help us benchmark our progress for a generation to come. At the partner level, we look at our promotions to partnership. While on the whole we are white and male, the last five partnership classes have been remarkably diverse, with 25% diverse and 40–45% women. We're looking at that progress and the pathway we're on for the future, and believe in 5–10 years our overall numbers will be incredible.

Outside Relationships

How are the expectations of your clients affecting your hiring?

(Michael) Our clients are demanding diverse legal teams, so we need to be mindful of the fact that this is a business imperative and we need to be able to bring in strong, diverse lawyers. So we look at who in a group is a good fit in terms of expertise, level and diversity for each matter. It's wonderful if we can check all three boxes, but some practice groups have an easier time, and in others we have to encourage our practice group leaders to come up with new ways to increase diversity in their areas so that next time we have a diverse pool to choose from.

Our clients have been tremendously receptive when we say to them, "This is a promising young associate and this is what we want them to do for you." To make this work, it's shared responsibility and they need to take a leap of faith with us. This is how we have to do it to increase diversity of who is working with our clients. Many times we find ways for these junior lawyers to handle some of their smaller matters. This way our clients know they are getting a Covington lawyer who is being developed and guided.

COVINGTON

“Striving for diversity is the right thing to do, and we will be better providers of legal services if we embrace diversity and promote inclusion.”



David Hashmall, *Chairman*
Laura Acosta, *Director of Diversity & Inclusion*

David Hashmall and Laura Acosta lead the diversity and inclusion efforts at Goodwin. The firm lists diversity and inclusion among its core values and honors the differences and unique perspectives a diverse workforce brings to the firm. Currently, 16% of equity partners and 33% of the Executive Committee members are women. In 2016, three women (including one woman of color) were named equity partners, seven were named partners (including two women of color) and two LGBT individuals were named partners.

www.goodwinlaw.com/firm/diversity-and-inclusion

History

What was the state of diversity at Goodwin Procter when you joined?

(David) When I joined in 2001, 12% of equity partners were women, 4% of equity partners were people of color and none were LGBT. There wasn't a single litigation female partner. My predecessor as chairman, Regina Pisa, was the first female to lead an AmLaw 100 firm. When she took over as chairman, she steered the diversity dialogue toward more strategic initiatives, setting the stage for where we are today.

What steps did you take to diversify the firm?

(David) Diversity was one of my priorities when I took on the role of chairman. We have long-standing traditional affinity groups—a committee on ethics and diversity, a women's group and an LGBT group. All of these initiatives have done well at setting the tone. Upon becoming chairman, I formed our Inclusion Advisory Committee, which focuses on bringing all groups together and driving a comprehensive diversity and inclusion strategy. The committee is building programs on unconscious bias and sponsorship and mentorship, to name a few.

(Laura) We have extensive discussions on these topics because getting the message out is important—people have to understand that unconscious bias and hidden barriers exist. They then need to understand what we need to do to overcome them, and putting these programs into place has really helped us succeed. Awareness alone does not change behavior, so we are focused on ways to engage in behavioral change on individual and systemic levels.

Measurement of Success

How do you define diversity?

(Laura) We define diversity broadly to focus on the advancement of lawyers and professionals from historically underrepresented groups, but we also think about people's different backgrounds and work styles (such as parental status and work/life integration). When we talk about inclusion, we also think about a very broad definition, not because we are following some trend to add inclusion to diversity, but because we truly believe that to have a rich and diverse workplace, you need to have an inclusive culture.

What are your diversity goals?

(Laura) We've made progress, but we recognize that there is much more work to be done. Our goal is not just to improve but to improve significantly. We've built out a diversity dashboard so we can quickly see how we're doing, and we're seeing a constant improvement over time. The dashboard builds social accountability, and when we share it widely, there tends to be a natural competition around those figures. We're also having outside consultants meet with our partnership committee and our associate review committee to make sure that what we do is not affected by unconscious bias.

We've also tried to develop individual diversity champions throughout the firm. We host a leadership retreat each spring, bringing together leaders across the firm and teaching them what it takes to be an inclusive leader, giving them action items on what could make them better over time. There is accountability with those action items. That's the pinnacle: when everyone is really championing the issues and we're moving in that direction as one firm.

Outside Relationships

How are the expectations of your clients affecting your hiring?

(David) We think we need to be more diverse, independent of the clients' expectations. Their expectations are not changing what we are doing, but they help to make this topic a priority, which gives us yet another reason to promote a diverse and inclusive workplace.



GOODWIN

“By mentoring and promoting women, people of color, members of the LGBT community and those who are disabled, we leverage the unique strengths and experiences of an exceptionally talented group of attorneys while improving the atmosphere of our firm.”

Yvette McGee Brown
*Partner-in-Charge of Diversity,
Inclusion & Advancement*



Jones Day has made diversity and inclusion a part of the very fabric of the firm. In the U.S., 12 of their 18 offices are led by women and/or diverse lawyers, while 26 of the 47 global offices and regional leadership positions are held by women and/or lawyers of color. For Jones Day, having diverse leaders allows them to leverage the firm's full potential.

www.jonesdaydiversity.com

History

What was the state of diversity at Jones Day when you joined?

I have been the partner-in-charge of diversity, inclusion and advancement since January 2015. Jones Day has a long history of inclusion and advancement of women and diverse lawyers. We named our first female partner in 1970: Naoma Stewart. She joined Jones Day in 1960 and was promoted to partner at a time when few law firms were even hiring women as lawyers. Women and diverse lawyers lead 12 of our 18 U.S. offices and hold two of our three regional leadership positions.

What steps did you take to diversify the firm?

My goal has been to build on the good work of my predecessors. It really is a team effort. We have a monthly call with the U.S. office Diversity Committee chairs, and the office chairs in London, Mexico City, Sao Paulo and Sydney. We share information and strategies for diversity, inclusion and advancement across the firm.

We're extremely committed to retention, and to do that we support efforts to develop our young lawyers from day one. We are focused on making sure all of our associates are getting the same caliber of work across the lifespan of their career with Jones Day. When associates start, they are welcomed into our New Lawyers Group, where they have an opportunity to sample each practice group before deciding how they want to focus their own practice. Every lawyer has to do some due diligence, but we try to make sure that no one is stuck on a large document review and that they are being included on larger, high-profile matters. We encourage partners to connect with young lawyers on a consistent base, and encourage associates to, in turn, get out of their chairs and connect with other lawyers in the office.

We also regularly support law school, office and practice affinity groups. Our IP practice, for example, formed a firm-wide women's IP group to encourage and support more women going into intellectual property and to share strategies for success.

Measurement of Success

How do you define diversity?

We encourage diversity in the broadest sense. We want people who have different perspectives, backgrounds, religions and abilities, as well as women, people of color and LGBT people to all be represented in our lawyer ranks.

What are your diversity goals?

We want to be the law firm of choice for talented, diverse lawyers. We want to lead the profession in the retention and advancement of lawyers of color, much the same way we do for women. All law firms struggle with increasing diversity numbers because the pipeline is not growing appreciably and the competition for talent is strong. We want to win the war for talent.

Outside Relationships

How are the expectations of your clients affecting your hiring?

Our clients' expectations are important, but they are not the motivation for our hiring practices. We value diversity of thought, life experience and opinion because it makes us better. We live in a diverse world, we face diverse juries and we do business with diverse regulators and clients. It's helpful for the profession when clients encourage diversity on their matters. Giving diverse lawyers the opportunity to sit in the room, to participate in client pitches and to receive feedback on their work makes a substantial difference. Completing surveys on the demographics of the client's legal team doesn't move the needle. Diverse attorneys have many options. Law firm work can, at times, be a grind. The way to retain young, diverse lawyers is to show them what their future can hold. It's the intellectual challenge of the work; the financial reward of becoming a partner. The ability to have strong client relationships is important to the law firm, but it's also important to keeping young lawyers engaged.



“Fostering inclusiveness in our culture enables us to bring a strong mix of perspectives and insights to bear in crafting innovative solutions to our clients’ legal challenges.”

Eric Friedman
Executive Partner



Eric Friedman, executive partner, promotes and encourages diversity and inclusion throughout Skadden. Diversity and inclusion are fundamental to the firm’s success and are supported by a variety of initiatives that address the firm’s goals in this area. Skadden aims to be a leader in diversity and inclusion, boasting 20% of partners being female and 7% people of color.

www.skadden.com/diversity

History

What was the state of diversity at Skadden when you joined?

Skadden has a long commitment to diversity and inclusion; in many ways, those principles are embedded in our DNA—Skadden was founded by attorneys who were excluded from other law firms because of religion and pedigree. Since I became executive partner in 2009, I have put my full support into translating our belief about the importance of diversity and inclusion into coordinated, tangible steps that will lead to even more diversity among our most experienced attorneys.

What steps did you take to diversify the firm?

Buy-in from our office and practice leaders as well as our practice partners is essential. Their interactions with associates help shape associates' experience, development and engagement at our firm. We have a strong team that coordinates our diversity efforts across our hiring, attorney development and D&I functions. This includes working with our attorneys to ensure they have the support they need and the information to know what is expected of them.

One interesting initiative that we have implemented in several of our largest practice areas is an assignment distribution model to help ensure that work and developmental opportunities are spread equitably across associate ranks. Assignment partners in those departments hold weekly meetings with their junior or mid-level associates so that they can monitor every associate's workload and the types of experiences each associate is getting. This process also provides associates with a clearer understanding of the nature of assignments that are available so that they can be proactive in helping the firm manage their professional development.

Measurement of Success

How do you define diversity?

We define diversity broadly. We aim to attract, hire and develop a cadre of the highest-performing attorneys that reflects a rich diversity of gender, race and ethnicity and is inclusive of LGBT individuals and military veterans, among other attributes.

What are your diversity goals?

Our goal is always the same: Sustain our focus on recruiting diverse incoming associate classes and successfully developing their talent as they progress through the ranks. We look at both quantitative and qualitative data. Quantitatively, we examine our retention rates and the size of our pipeline to promotion. We recognize that not everyone in the pipeline will advance all the way up the ranks, but that makes it even more important to have a healthy pipeline. Qualitatively, we give a lot of weight to feedback from our attorneys and their level of engagement in our efforts overall, especially our recruiting and mentoring initiatives. I'm particularly proud of our affinity networks that foster a strong sense of community at our firm and serve as platforms for leadership development and engagement.

Outside Relationships

How are the expectations of your clients affecting your hiring?

We pride ourselves on being responsive to our clients and partnering with them to achieve successful outcomes on their most important objectives. We also welcome opportunities to employ that approach as part of our D&I strategy. Our Skadden 1L Scholars Program is one example of an initiative we implemented that allows us to partner with clients to create a more diverse pipeline of attorneys.

While we hope that our D&I efforts enable us to meet our clients' expectations in this area, it's not ultimately why we seek to hire a diverse workforce. We simply want to hire the best and brightest. The search for talent is intensely competitive, and we want our firm to have broad appeal in order to attract top talent.

The Skadden logo consists of the word "Skadden" in a white, serif font, centered within a solid red rectangular background.

Skadden, Arps, Slate, Meagher & Flom LLP
and Affiliates

“Diversity is no longer a nice-to-have; it is absolutely necessary for the long-term sustainment of top-tier talent.”

Vanessa Scott
Partner & Chief Diversity Officer



Sutherland's dedication to diversity is more than just words and numbers; it is an initiative that drives change within the firm. They aim to create an inclusive environment that is supportive of all lawyers and other professionals regardless of age, race, color, religion, gender, marital status, pregnancy, sexual orientation, gender expression or identity, disability, military or veteran status, or any other protected factor. In 2015, 32% of all hires were diverse and 48% were women. Throughout the firm, 8% of partners are of color, 1% are LGBT and 19% are female.

www.sutherland.com/diversity

History

What was the state of diversity at Sutherland Asbill & Brennan when you joined?

Ten years ago, when I joined the tax group, it was the largest practice group. We had several African-American associates but not a lot of diverse partners. When the Great Recession hit, it had an impact on our diversity numbers across the entire firm, much like most firms in the country. Since then, we have been trying to gain ground and stabilize. After seeing large layoffs at firms nationwide, law students, including diverse talent, started to look in other places for jobs. Therefore, it was going to take a long time to make up for those losses at the mid and senior associate ranks—and right now we're seeing a thinning of the ranks around five to eight years as a result.

What steps did you take to diversify the firm?

We are a very transparent firm internally, and we're trying to use that culture of transparency in our favor. I rely on talking to the people in the firm to find out where there are some sensitivities around diversity. I try to remain an honest broker between the diverse attorneys and everybody else. I also try to maintain a certain level of credibility with both sides so that my primary constituencies understand I'm going to advocate for them whenever they need it; at the same time, I know who I need to go to whenever I need to make specific inquiries or if I have specific concerns. I need everyone—both diverse and non-diverse attorneys—to know that what they say to me stays with me, so I can be effective and build solid, diverse teams.

We also have a diversity partner in each group as well as a practice group leader. The practice group diversity partner role is invaluable, especially when it comes to making sure that we have diverse pitch teams and client teams. We want to make sure we have an adequate representation of women and diverse attorneys from the firm before we go out on a pitch. We want to avoid a situation where we walk into the pitch and have the “aha moment” a little too late.

Measurement of Success

How do you define diversity?

Women, people of color and LGBT people, for purposes of programs we focus on, but at a micro-standpoint, our definition can evolve depending on where we'd like to see a different thought perspective. For example, if we've had trouble fielding a team with women for a particular matter or client development event, but we've had good success with diverse attorneys attending, we may focus more on gender and geographic diversity or practice group diversity. For certain internal leadership teams, we may focus

on generational diversity in addition to other traditional diversity aspects with an eye toward succession planning. But for D&I programs, typically we look at those traditional demographics that are generally and historically underrepresented in the legal profession.

What are your diversity goals?

One way that I measure our success is by examining whether our year-over-year numbers are getting better or worse. If not better, then why aren't they getting better? What are we doing externally and what are we doing internally? What is the percentage of diverse lawyers coming out of law school and what is the percentage coming into our recruiting class? If our numbers are lower, then we need to work on that. There are only so many for us to recruit, so if there are only 10% diverse students at a school, then we have to be consistent with that pool. Hopefully we are higher. Same goes for lateral moves—are we bringing in laterally more diverse lawyers than the year before? Then we are on the right track. Are we retaining the lawyers we brought in last year and the year before? Are they thriving? Even better.

Outside Relationships

How are the expectations of your clients affecting your hiring?

The need for diversity is being driven from the top of the firm and our understanding of what clients have understood for a while, but also to some extent it's being driven by clients. Our practice groups are learning that when you have really good diverse talent, you develop a better relationship with and produce a better product for the client. Law school classes and talent are becoming more diverse and that talent is expecting your firm to be diverse. The same is true for corporations. This focus puts a lot of pressure on our traditional model because it just wasn't built for diversity. It is very much a system where people tend to work with people with whom they feel comfortable. I challenge people to recognize that certain groups are going to be cut out of really good projects under the traditional system, which is as much based on proclivity as it is on merit, and they need to think differently. Break the mold and do not just go to someone else, but go to the African-American or Latino associate or the part-time associate or the person who teleworks two times a week and build a new relationship with that lawyer.

SUTHERLAND



Major, Lindsey & Africa is the world's leading legal search firm dedicated to furthering diversity and inclusion in the legal market and making organizations and law firms reflective of the world around us.

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