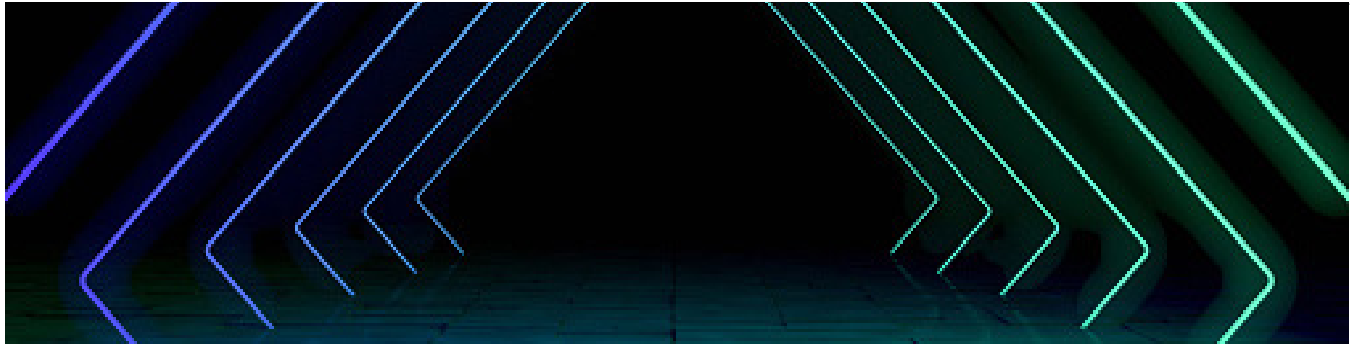


Building a JEDI Mindset at Faegre Drinker



On February 1, 2020, Faegre Baker Daniels and Drinker Biddle & Reath combined to become Faegre Drinker. This growth afforded new opportunities to structure and scale our efforts in support of our fundamental principles around justice, equity, diversity and inclusion — building our **JEDI** mindset. As we continue to develop and deepen these efforts, our approach is focused on accountability, innovation and intentionality.

Diversity and Inclusion is a Faegre Drinker Core Value

Diversity and inclusion is one of Faegre Drinker’s core values; one way we take action is through our focus on recruiting, developing and advancing the careers of attorneys from historically underrepresented groups. We strive to achieve this through developing initiatives and programming to attract and retain a diverse talent pool; promoting education and awareness on topics of diversity and inclusion; developing strategic relationships with clients to promote diversity and inclusion; and creating an environment in which all individuals are valued and respected.

We are highly invested in the growth and development of our associates and understand that a multi-faceted approach provides access to key resources and relationships at all levels. Examples of those efforts to retain and advance attorneys with a broad range of valuable perspectives include:

- Advisor/Sponsor Program – associates are paired with a Partner Advisor/Sponsor to serve as a resource for guidance and coaching related to skill development, work opportunities, career advancement and navigation
- Diversity Lab On-Track for Partnership (annual sponsorship program for mid-level associates)
- Year-long leadership development intensives for women of color through LCLD Pathfinders for associates and LCLD Fellows for Partners
- Opt-In Mentoring Program
- “In the Window” Advisor Program (for senior associates on the cusp of partnership)
- Mansfield Rule Certification Plus Client Forums and pitch opportunities for newly promoted partners from marginalized communities

These opportunities provide informal mentoring circles and individual mentoring relationships that span offices, practices and tenures.



Our portfolio of programs continues to grow, and the impact of 2020 reflects where we have experienced the greatest growth and influence across the firm in recent years. Tailored to enriching our core values, we provided the following opportunities to raise awareness and provide education:

We facilitated over 40 virtual, small-group conversations in all of our U.S. offices to discuss racial injustice and we launched new channels of engagement designed to involve Faegre Drinker in combating racial injustice in our communities.

We facilitated 48 virtual, small-group conversations between the women of Faegre Drinker. Colleagues across all offices met to discuss challenges, successes, support and resources needed as a result of the pandemic and remote work.

We offered a series of firmwide mandatory trainings, beginning with a session presented by Michelle Silverthorn focusing on unconscious bias and fostering an inclusive culture.

Michelle returned to deliver a "You Belong Here" presentation about imposter syndrome to our associates from marginalized communities, including women and nonwhite colleagues.

We hosted small group sessions with Dr. Arin Reeves and firm leaders to address "The Explicit Impact of Implicit Bias in Providing Feedback, Compensation and Work Allocation: Exploring Challenges & Solutions in 21st Century Workplaces."

We joined the *Law Firm Antiracism Alliance (LFAA)*, a collaboration that devotes pro bono resources to amplify the voices of communities and individuals oppressed by racism, uses the law as a vehicle for change to benefit communities of color, and promotes racial equity in the law.

We offered a series of firmwide optional trainings geared towards providing concrete, evidence-based and actionable strategies and tips to supporting the mental health and well-being of women at Faegre Drinker: "Science Based Strategies to Thrive Not Just Survive," "Resilience for Lawyers" and "You Matter." Each session highlighted the particular challenges women were facing during the pandemic and provided leaders with education on how to best support women during this time.

In recognition of the Centennial of the ratification of the 19th Amendment, the Executive Women's Forum hosted a virtual discussion with Ellen DuBois, noted women's suffrage scholar and Professor Emeritus of History at UCLA. Ms. DuBois discussed portions of her latest book, *Suffrage: Women's Long Battle for the Vote*, featuring the bold leaders and devoted activists who drove the movement to win the vote for women in the United States.

We hosted acclaimed racial justice leader Bryan Stevenson of the Equal Justice Initiative for a discussion on his insights on our country's legacy of racial injustice and the path forward.

We expanded our portfolio of firmwide education and awareness programs, national heritage month observances and celebrations, including:

- Dr. Martin Luther King, Jr. community and shared learning events
- International Women's Day and support for women-owned businesses
- Asian American Heritage learning resources from Asian affinity bar associations
- Pride celebration "Let's Get Brave Together: Courageous Conversations about Gender Identity and Sexual Orientation"
- Juneteenth is recognized as a firm holiday, where we share insights on the importance of this date/concept in American history
- Hispanic Heritage Month with our Latinx colleagues celebrating what it means to be Latinx
- Native American Heritage national webinar on the "Native Women Law School Experience"

On April 20, 2021, we hosted Queens College President and author of *Yellow: Race in America Beyond Black and White*, Frank Wu, to address affirmative action, globalization, immigration and other controversial contemporary issues through the lens of the Asian American experience.

We hold ourselves accountable for making progress toward our goals through our innovative and intentional use of data. We examine and report aggregate, real-time data of our legal teams internally and to clients, so that we can monitor the level of representation across our organization and demographic balance within our legal teams, benchmark ourselves against industrywide findings and share our progress. We are proud to have a strong representation of varying perspectives among firm leadership starting with the highest governing body; our management board is represented by 55% women (10 of 18) and 11% partners belonging to other marginalized groups (2 of 18).

Our strong pipeline starts with our law student recruitment efforts. As a result of our recruitment initiatives, the 2020 Summer Associate class was represented by the following – women: 60% or 36 of 60; nonwhite: 43% or 26 of 60; LGBTQ+: 3% or 2 of 60; total diversity 73% or 44 of 60.

Faegre Drinker's Recent Diversity, Equity & Inclusion Rankings & Awards

We achieved the following credentials for meeting and exceeding these national standards in 2020:

DIVERSITY LAB

Mansfield Certification and Certification Plus, 2017-20



Modeled after the NFL's Rooney Rule, the Mansfield Rule measures whether at least 30 percent of the candidates considered for open leadership and governance roles are female and/or nonwhite or LGBTQ+ attorneys. In 2020, lawyers with disabilities were added to the list of inclusive candidate pool groups. Faegre Drinker continued its commitment to advancing diversity in our leadership teams and was identified as one of only 100 law firms in the nation as "Mansfield 3.0 Certified" for affirmatively considering women, attorneys of color and LGBTQ+ lawyers for leadership and governance roles, equity partner promotions, formal client pitch opportunities and senior lateral positions. Additionally, in 2020, Faegre Drinker remained one of only 65 firms nationwide to receive the "Plus" certification for meeting the requirements and reaching at least 30% representation in a notable number of current leadership and governance roles. We continue annual participation in the Mansfield Rule which challenges us with new benchmarks and institutionalizes best practices. We hold ourselves accountable to ensuring representation of women across the legal career arc, including our strategic lateral hiring for associates, counsel and partners and efforts to recruit law students.

HUMAN RIGHTS CAMPAIGN

Best Places to Work for LGBT Equality, 100 Percent Corporate Equality Index score, 2013–20



The firm continues to receive a 100 percent score on this survey, which rates workplaces on LGBTQ+ equality and is the national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual, transgender and queer employees.

WORKING MOTHER AND FLEX-TIME LAWYERS

Best Law Firms for Women, 2012–20



The firm has been recognized by Working Mother Media as a Best Law Firm for Women and we are a Hall of Fame law firm for receiving this recognition for more than 10 consecutive years. These law firms not only stand out as family-friendly workplaces, but they also ensure that women thrive in their equity partnership ranks.

WOMEN IN LAW EMPOWERMENT FORUM

Gold Standard Certification, 2015–20



WILEF Certification emphasizes the leadership roles achieved by equity women partners, rather than the policies or practices of the firm or the overall number or percentage of women in the partnership.

LAW360

Ranked in the Best Law Firms for Female Attorneys, 2015–20



Law360's annual survey ranks more than 300 U.S. firms on their overall and female employment counts.



PENNSYLVANIA BAR ASSOCIATION
Promotion of Women in Law Award, 2018



LEADERSHIP COUNCIL ON LEGAL DIVERSITY
Top Performer and Compass Awards 2020; Compass Award, 2018; Top Performer, 2016–17; 2018

This designation is reserved for the most active LCLD member corporations and law firms which attend the LCLD Annual Meeting and participate in the Fellows and Pathfinders programs and at least one pipeline program (Mentoring and 1L Scholars).

Seeking Justice and Equity through Pro Bono Efforts

VOTING RIGHTS

Faegre Drinker engages in non-partisan voting rights efforts to protect democracy by making it fairer, safer and easier to vote. People of color, particularly the Black community, have been systematically disenfranchised in this country. An example of recent work in this area is Minnesota litigation seeking to allow individuals who have been convicted of felonies to vote once they have served their sentence. As explained more fully in the resources below, felony disenfranchisement was implemented to block Black voters post-Reconstruction. Moreover, this disenfranchisement is bound together with racial injustice in the criminal legal system. Collateral consequences of felonies create a permanent economic and political underclass, and this litigation seeks to address that issue.

CRIMINAL JUSTICE

People of color are more likely to be charged with crimes and more likely to have longer sentences. Incarceration rates have quadrupled over the past four decades and the United States has the world's largest prison population. Mass incarceration has been called the "new Jim Crow."

Faegre Drinker's pro bono practice addresses these issues in a variety of ways. As discussed in the civil rights section, we regularly accept criminal appeals and clemency work, as well as work with local innocence projects. Currently, volunteer teams from across the firm are fighting historic racial injustice through the Jim Crow Juries Project, representing individuals who were convicted by non-unanimous juries in Louisiana. Police reform work is active in several offices.

RE-ENTRY AND SECOND CHANCES

Racial disparity exists in the U.S. criminal legal system, and therefore people of color comprise a significant portion of those who need help with legal issues related to re-entry. People of color also are disproportionately impacted by collateral consequences after incarceration, especially in accessing resources that are necessary to allow them to successfully return to the community, including housing, education, training and employment.

Faegre Drinker provides leadership and pro bono legal services to support successful re-entry and other second chances work. For example, Faegre Drinker is a founding member of the Pro Bono Institute's Collaborative Justice Initiative on Reentry, providing leadership as well as direct representation to reentering individuals with civil legal needs (family law, consumer debt, drivers licenses, identification). Faegre Drinker, often in tandem with our in-house colleagues, also provides representation to individuals eligible for criminal records expungement. As mentioned above, the firm is working to restore voting rights for those who have served their sentences and is also participating in efforts to reduce fines and fees contributing to re-entry obstacles.



Continuing the JEDI Mindset

Our values are reflected in our collaborations and partnerships with clients and our team-oriented internal approach. By building community within the firm, we bolster our capacity to contribute meaningfully to advancing the communities where we operate. Faegre Drinker is strongly committed to continuing the work necessary to build a more diverse and inclusive law firm and legal community.