

## INDIVIDUAL DIVERSITY & INCLUSION COMMITMENT PLAN



**We ask each attorney to demonstrate their individual commitment to Shook's Diversity and Inclusion initiatives:**

- Complete the two required Action Items shown below, each of which are worth two points.
- Complete six or more additional Action Items, for a total of 10+ points.
- Complete Action Items and submit your Commitment Plan by Friday, December 4, 2020.
- Bill your time to 99999.74345.

**Required Action Items (each worth two points):**

- Take any of the Implicit Association Tests available at the "Project Implicit" website (<https://implicit.harvard.edu/implicit/>). Commit to working on one area for improvement.
- Provide a brief report to the Firm's Chair, the Co-Chairs of Diversity & Inclusion Initiatives, the Director of Strategic Diversity Initiatives and your Division Managing Partner on: 1) how the Action Items you selected on the 2020 Commitment Plan influenced or advanced your Diversity & Inclusion efforts; and 2) how you intend to incorporate Diversity & Inclusion into your practice for 2021.

### WHY YOUR ACTIONS MATTER

Shook, Hardy & Bacon is deeply committed to achieving the best results for our clients from the boardroom to the courtroom, which requires that we foster and sustain a diverse and inclusive environment where everyone is respected, feels appreciated, and experiences fulfillment and enjoyment through meaningful personal contributions. By affirmatively making diversity and inclusion efforts an integral part of your everyday practice, you play a significant role in fulfilling our vision for this firm.

We encourage you to provide feedback and suggestions regarding the Diversity & Inclusion Commitment Plan. Please feel free to contact:

- Anne Hannah, Co-Chair of the Diversity & Inclusion Buy-In Subcommittee (ahannah@shb.com)
- Lindsey Heinz, Co-Chair of the Diversity & Inclusion Buy-In Subcommittee (lheinz@shb.com)
- John Lewis (jolewis@shb.com) and Buffy Mims (bmims@shb.com), Co-Chairs of Diversity & Inclusion Initiatives
- Lolly Cerda, Director of Strategic Diversity Initiatives (lcerda@shb.com)

## INDIVIDUAL DIVERSITY & INCLUSION COMMITMENT PLAN

*Contents*

- I. Enhance D&I Efforts and Market D&I Successes
- II. Advance D&I Within Shook
- III. Advance Diversity Within the Legal Community
- IV. Recruit & Retain Diverse Talent
- V. Experience Diversity

### I. Enhance Internal D&I Efforts and Market D&I Successes

Action Item	Achieved
<p><b>x2 REQUIRED:</b> Take any of the Implicit Association Tests available at the “Project Implicit” website (<a href="https://implicit.harvard.edu/implicit/">https://implicit.harvard.edu/implicit/</a>). Commit to working on one area for improvement.</p>	
<p><b>x2 REQUIRED:</b> Provide a brief report to the Firm’s Chair, Co-Chairs of Diversity &amp; Inclusion Initiatives, Director of Strategic Diversity Initiatives, and your division Managing Partner on: 1) how the Action Items you selected on the 2019 Commitment Plan influenced or advanced your Diversity &amp; Inclusion efforts; and 2) how you intend to incorporate Diversity &amp; Inclusion into your practice for 2020.</p>	
<p>Discuss your thoughts with another attorney or provide a brief report on your impressions to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives after reading three or more current articles related to D&amp;I within the legal profession. (You may locate your own articles or use our D&amp;I Library) (Link to D&amp;I Library)</p>	
<p>Discuss your thoughts with another attorney or provide a brief report on your impressions to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives after reading diversity resource packets, articles, or a book on the different communication styles associated with gender, race, socioeconomic class, sexual orientation, generational differences, and/or personality styles (extraversion, introversion). (Link to Diversity Resource Packets)</p>	
<p>Discuss your thoughts with another attorney or provide a brief report on your impressions to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives after reading a book that focuses on the experiences of a diverse person, whether fiction or non-fiction. You may locate your own book or refer to the book list in our D&amp;I Library for ideas. (Link to D&amp;I Library)</p>	
<p>Provide a brief report to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives after learning about one or more client-driven D&amp;I organizations (e.g., Leadership Council on Legal Diversity (“LCLD”), the Institute for Inclusion in the Legal Profession (“IILP”) or the Minority Corporate Counsel Association (“MCCA”).</p>	

<p>Indicate how these organizations could impact your own legal practice and/or your Shook citizenship.                  (Links to LCLD, IILP and MCCA)</p>	
<p>Follow-up with a Shook client after understanding and learning about the significance of the D&amp;I awards that Shook has received (i.e., WILEF’s Gold Standard, Vault Rankings, HRC-CEI Score, or Thomas L. Sager Award, George B. Vashon Innovator Award).                  (Link to Diversity Brochure)</p>	
<p>Present information to a current or potential client on the firm’s D&amp;I initiatives and successes in a pitch or other appropriate meeting.</p>	
<p>Increase Shook’s visibility by contributing content to the Firm’s D&amp;I external newsletters, the Annual Report, or external e-mail alerts to clients.                  (Contact the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives if interested)</p>	
<p>Assist with planning or volunteer for a Shook-sponsored D&amp;I activity or event.</p>	
<p>Obtain a proposal from or use a diverse vendor/supplier for your legal needs (e.g., court reporting) or for a Firm event (e.g., catering).                  (Link to Minority Diversity Development Supplier Resource List).</p>	
<p>Attend a CLE seminar that focuses on D&amp;I in the legal profession.</p>	
<p>Seek out and attend an event or a function where you will be in the minority.</p>	
<p>Attend two or more D&amp;I Committee-sponsored events or brown-bag lunches/webinars, such as Pathways to Inclusion or diversity-focused Bacon-Thomas Luncheons.                  (Link to D&amp;I Calendar).</p>	
<p>Recruit a Shook colleague, client, or prospective client to attend a D&amp;I Committee-sponsored event or a diversity-focused Bacon-Thomas Luncheon.                  (Link to D&amp;I Calendar).</p>	

## II. Advance D&I Within Shook

Action Item	Achieved
<p>Discuss your thoughts with another attorney or provide a brief report to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives on an objective, gender neutral, and bias-interrupting metric that could be practically used for attorney evaluations after reading “The Fair Measure Toward Effective Attorney Evaluations.” (Link to article).</p>	
<p>Discuss your thoughts with another attorney or provide a brief report to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives on an objective, gender neutral, and bias-interrupting metric that could be practically used for attorney evaluations after reading “The Myth of Meritocracy: A Report on the Bridges and Barriers to Success in Large Law Firms,” which addresses issues affecting recruitment, engagement, and promotion of attorneys of color. (Link to article).</p>	
<p>Create one or more measurable metrics that are objective, gender-neutral, and bias-interrupting for use in attorney evaluations after reviewing cheat sheet “How to spot and avoid bias when evaluating others.” (Link to article)</p>	
<p>Discuss your thoughts with another attorney or provide a brief report on your impressions to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives after reading articles related to “White Men as Full Diversity Partners.” (Link to Diversity Resource Packets).</p>	
<p>Discuss Shook’s Alternative Work Schedule policy and Parental Leave policy with another attorney, a summer associated, or other recruit after reviewing the policies. (Link to Alternative Work Schedule Policy) (Link to Parental Leave Policy)</p>	
<p>Meaningfully involve a diverse and/or alternative work schedule attorney in your client marketing efforts and introduce that person to a client.</p>	
<p>Substantively involve an attorney of another gender, race, ethnicity, or sexual orientation substantively on a client matter.</p>	
<p>Include the overall diversity of perspectives, backgrounds, and personalities when pulling together a team, responding to a RFP, or client pitch.</p>	
<p>Invite a diverse attorney and guest to a non-work-related event and introduce them to others.</p>	
<p>Recommend a diverse attorney to sit on a not-for-profit board, community or professional organization.</p>	
<p>Create three or more measurable metrics for attorney evaluations that are objective, gender neutral, and bias-interrupting, and share them with another attorney in your practice group. When applicable, uniformly apply the objective standards in your own practice.</p>	
<p>Create three or more measurable metrics for pulling together a team (e.g., project, for a pitch, RFP) that are objective, gender neutral, and bias-</p>	

interrupting, and share them with another attorney in your practice group. When applicable, uniformly apply the objective standards in your own practice.	
Assist a new and/or diverse attorney with a written Business Development Plan. (Link to PDC’s Associate Business Development Plan).	
Ask a new and/or diverse attorney (any practice group or division) about their career development goals and actively assist them in reaching one of those goals.	
Coach an associate on how they can take the next steps to improve or hone their work product by implementing a practice of providing immediate, specific, and straight-forward verbal feedback on the work performed.	
Develop a relationship with a new hire within their first year at the Firm and introduce them to others in the Firm.	
Initiate contact and assist a new hire by plugging them into to Firm networks or making them aware of available Firm and/or community resources.	
Give an attorney with less than five-year’s experience tips on networking, how to build a book of business, or how to make partner at the Firm.	
Develop a mentoring relationship with an attorney of a different gender, race, ethnicity, or sexual orientation.	
(For Partners) Sponsor a diverse attorney. Advise your Practice Group Managing Partner, the Firm Chair, and the Co-Chairs of Diversity & Inclusion Initiatives or the Director of Strategic Diversity Initiatives of your decision and progress. (Link to resources on sponsorship).	
Submit an idea to help engage and promote diverse attorneys to the Co-Chairs of Diversity & Inclusion Initiatives, the Director of Strategic Diversity Initiatives or D&I Executive Committee Sponsor.	
(For Partners) Develop a written succession plan for your current position that includes meaningfully incorporating the skills and talents of a diverse attorney, then provide this written plan to your Division Managing Partner, the Firm Chair, and the Co-Chairs of Diversity & Inclusion Initiatives or the Director of Strategic Diversity Initiatives.	
Assist diverse attorneys in taking active roles in specialty bar associations, or in becoming members in community and professional organizations.	
Invite another attorney to accompany you to a networking function geared toward diverse attorneys and/or law students.	
Attend a function hosted by a specialty bar association or attend and support events hosted by specialty law student organizations (e.g., BLSA, HLSA).	
Arrange for a diverse attorney to serve as a presenter at an external program.	

### III. Advance D&I Within the Legal Community

Action Item	Achieved
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<p>Learn about the SHB Foundation and share this information with others.                  (Link to the Shook Foundation) OR                  Make a contribution to the Shook Foundation by contacting Justin Johl                  (President of the Foundation).</p>	
<p>Recognize and reject all forms of intolerance. If you hear someone saying anything even remotely inappropriate, address it immediately.</p>	
<p>Serve on a bar association’s Diversity Committee (e.g., ABA’s Commission on Racial &amp; Ethnic Justice, state or local bar).</p>	
<p>Ask a client about the challenges they have faced in recruiting and promoting a diverse workforce and find out what has worked for them.</p>	
<p>Mentor a diverse high school, college or law student interested in becoming an attorney. Examples:                  American Bar Association Commission on Mental and Physical Disabilities Mentor Program  <a href="https://www.americanbar.org/groups/diversity/disabilityrights/resources/mentor_program_mentee_information/">(https://www.americanbar.org/groups/diversity/disabilityrights/resources/mentor_program_mentee_information/)</a>                  The Leadership Council on Legal Diversity – several programs  <a href="https://www.lclldnet.org/programs/">(https://www.lclldnet.org/programs/)</a></p>	
<p>Attend and invite peers or client to attend an event hosted by the Minority Corporate Counsel Association, the Leadership Council on Legal Diversity , IILP, or a local organization.                  (Link to D&amp;I Calendar).</p>	
<p>Submit one idea to advance D&amp;I within the legal profession to the Co-Chairs of Diversity &amp; Inclusion Initiatives or the Director of Strategic Diversity Initiatives.</p>	
<p>Give a presentation at a local, regional, or national D&amp;I Conference.</p>	
<p>Publish an article on a D&amp;I related topic (contact Co-Chairs of Diversity &amp; Inclusion Initiatives, the Director of Strategic Diversity Initiatives or Marketing Communication Manager if assistance is needed).</p>	

#### IV. Recruit & Retain Diverse Talent

<b>Action Item</b>	<b>Achieved</b>
Participate in on-campus interviewing for the firm and commit to following-up with any diverse candidates that are called back for an in-office interview.	
Identify one or more diverse lateral candidates and either actively recruit such candidates or provide contact information to the Director of Legal Recruiting and the Co-Chairs of Diversity & Inclusion Initiatives or the Director of Strategic Diversity Initiatives.	
Meaningfully engage a diverse summer associate or new hire by taking him or her to lunch, attending a diversity-related event together, or asking about his or her career aspirations and how you can help foster his or her success. Provide a report to the Firm Chair and the Co-Chairs of Diversity & Inclusion Initiatives or the Director of Strategic Diversity Initiatives.	
Submit an idea to the Co-Chairs of Diversity & Inclusion Initiatives or the Director of Strategic Diversity Initiatives that you believe can improve or advance Shook's diversity recruiting efforts.	
Participate in a law school program in order to identify and engage with potential diverse recruits.	

### V. Experience Diversity

Action Item	Achieved
Invite at least one other attorney to listen to (e.g., on your commute) and discuss (e.g., over lunch) any podcast or podcast episode of your choice that discusses D&I or includes a D&I point of view. Examples: CodeSwitch ( <a href="https://www.npr.org/podcasts/510312/codeswitch">https://www.npr.org/podcasts/510312/codeswitch</a> ) Revisionist History ( <a href="http://revisionisthistory.com/">http://revisionisthistory.com/</a> )	
Volunteer with an organization, non-profit, or group that specifically provides support and services to a diverse, underrepresented, or at-risk population. Examples: Military Matters ( <a href="https://kelegalconnection.org/">https://kelegalconnection.org/</a> ) Legal Aid of Western Missouri’s Adopt-a-Neighborhood (AAN) project (contact Shook’s Pro bono team) Deportation Defense Legal Network ( <a href="https://actionnetwork.org/forms/join-ddlnkc">https://actionnetwork.org/forms/join-ddlnkc</a> )	
Learn about the unique problems faced by veterans in our communities. For examples, learn about: Johnson County Veterans Treatment Court Missouri Veterans Treatment Court	
Take a class or study a different language or culture.	
Attend a Naturalization Ceremony and learn about the process undertaken by others to become a U.S. Citizen. Kansas ( <a href="http://ksd.uscourts.gov/index.php/upcoming-naturalization-schedule/">http://ksd.uscourts.gov/index.php/upcoming-naturalization-schedule/</a> ) Missouri ( <a href="https://www.mow.uscourts.gov/naturalization">https://www.mow.uscourts.gov/naturalization</a> )	
Visit a local or national cultural site or museum that highlights a diverse population or event impacting a minority community (e.g., Holocaust Museum – Washington, D.C. or Negro Leagues Baseball Museum – KC).	
Provide a “testimonial” on a D&I experience to the Co-Chairs of Diversity & Inclusion Initiatives or the Director of Strategic Diversity Initiatives.	

Attend a multicultural event or other community event recommended by the D&I Committee.	
Attend one of the Firm’s Movie Dialogue programs and discuss your impressions with others.	
Seek out and attend an event or a function where you will be in the minority.	
Take on <i>pro bono</i> case or project that serves a diverse and/or underrepresented segment of the population.	
Volunteer at a local or national cultural site or museum that highlights a diverse population or event impacting a minority community (e.g., Holocaust Museum, Negro Leagues Baseball Museum, <i>Brown v. Board of Education</i> Historic Site).	