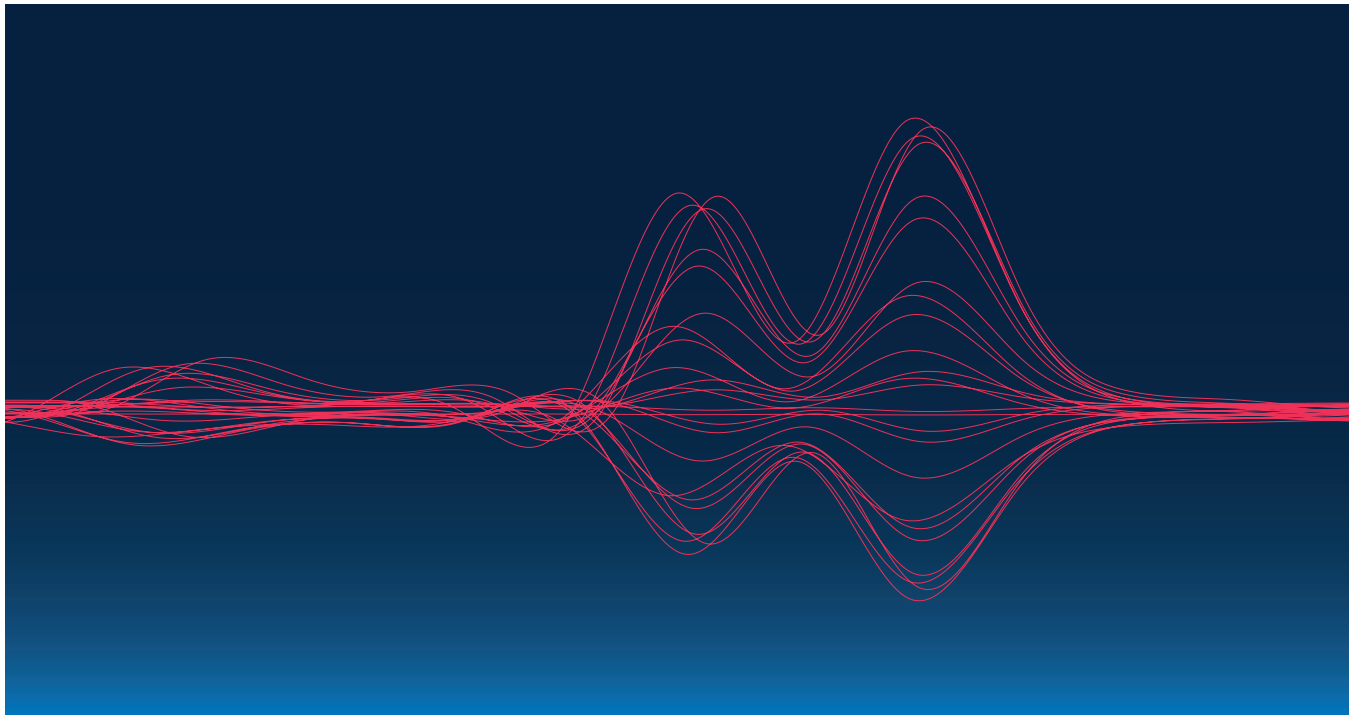


# LAW FIRM INCLUSION & DIVERSITY



## Diversity & Inclusion at DLA Piper

DLA Piper approaches diversity differently than others in the legal industry. Diversity and inclusion are integral to the Firm's core values, and its efforts on these fronts are motivated by the fundamental belief that not only does it make good business sense, it is also the right thing to do. The Firm acknowledges that a strategic approach led from the top and integrated into the day-to-day business operations and management metrics is necessary to achieve measureable and sustainable results.

Here are some key differentiators in DLA Piper's approach to diversity and inclusion:

- Our efforts are initiated from the very top, on a global scale, and are led by our senior management team.
- The creation and implementation of specific diversity action plans tailored to the priorities, needs and culture of each practice group are led by practice group leaders.
- Existing resources from various departments, including Diversity and Inclusion, Professional Development, Marketing and Recruiting are aligned to actively support the implementation of the practice group diversity and inclusion action plans.
- Diversity metrics for demographics, recruitment, promotion and utilization are received and reviewed by Firm leaders on a quarterly basis.
- Practice group leaders are held accountable for diversity and inclusion results stemming from the implementation of their action plans.
- Through our partnership with **NYU Law School's Center for Diversity, Inclusion, and Belonging**, over 90 percent of leaders and more than 1,050 US lawyers have participated in innovative and interactive inclusion training specifically customized for DLA Piper. Additional learning opportunities are currently being developed and delivered within the practice groups and other groups.

The broad engagement of our people on all diversity and inclusion issues is another factor to which we attribute success and is a key element of our overall D&I strategy. Through all of our programs and initiatives, we empower and engage as many people as possible to be leaders, champions, and sponsors of D&I. This includes everyone from members of the Executive and Policy Committees and Firm Leadership to our staff and everyone in between. We believe that D&I must be part of the “fabric” of the firm in order for diverse attorneys to realize leadership roles and be represented among the highest-compensated partners.

In addition to this innovative approach, which is intended to leverage the efforts of all professionals at the Firm and measure the sustainability of the results, the Firm also utilizes other tools that are considered best practices in the industry.

## Mentoring and sponsorship

- **Executive Sponsors:** Executive Sponsors are appointed to each resource group to champion the group’s objectives to the highest levels of the Firm. The Executive Sponsors are members of the Firm’s Executive Committee and have the responsibility of providing strategic direction to the group, its leaders and its members.
- **Associate Office Hours:** In this initiative, senior lawyers within our six resource groups host “Office Hours,” providing associates the opportunity to speak with them about ways to maximize the feedback shared during the annual review process.

## Professional Development

- **Shadowing Program:** This program provides opportunities for associates to obtain billable hour credit by observing senior lawyers conducting high-value legal activities with other lawyers and/or clients. Associates are encouraged to seek out external opportunities such as trials, depositions, negotiations, closings, arbitrations, client meetings and pitches. Shadowing hours count toward the annual associate billable hour requirement.
- **Associate Talent Management Program:** The Firm uses a merit-based compensation system that addresses many of the goals of the diversity and inclusion strategic plan by providing all associates with a well-defined career road map for success at the Firm, thereby establishing a more systematic and holistic basis for providing feedback, and recognizing and rewarding performance.
- **Marbury Institute:** The Marbury Institute is dedicated to teaching all lawyers the highest standards of the legal profession through a speaker series focusing on topics critical to understanding the practice of law in the world today. Among the Institute’s programming is the D&I Series featuring industry leaders sharing their perspectives on diversity, the practice of law and business. The presentations are given for CLE credit and are open to clients.

- The Firm’s six resource groups (the **Leadership Alliance for Women, groups for Lawyers of Color, and Iris, our LGBTQ group**) strategically focus on (1) the development and promotion of diverse lawyers by maximizing their opportunities for business generation and leadership, and (2) providing relevant resources to the practice group leaders in connection with the implementation of their diversity action plans.

## Training and education

- **Center for Diversity, Inclusion, and Belonging Speaker Series:** Through the Firm’s partnership with NYU School of Law’s Center for Diversity, Inclusion, and Belonging, the Firm sponsors a speaker series featuring leaders from academia, as well as the public and private sectors on a range of topics related to diversity and inclusion.
- **Firmwide Live Training:** Also through our partnership with NYU School of Law’s Center for Diversity, Inclusion, and Belonging, the Firm is currently rolling out diversity and inclusion training for all US offices. The workshops combine the social science on best practices in recruitment, retention, development and promotion with a “live case study” methodology involving a troupe of actors. The actors’ scripts are customized to DLA Piper and based on fact patterns validated through the Firm’s recent diversity and inclusion assessment. The goal is to ensure that all lawyers are equipped with the knowledge and skills they need to contribute positively to fostering an inclusive culture.
- **On-Demand Diversity Training:** DLA Piper’s on-demand e-learning course ensures that DLA Piper professionals are familiar with contemporary diversity and inclusion issues such as implicit bias and micro-communications. By establishing a common understanding of core concepts and issues, the Firm’s culture and supporting retention efforts can be enhanced.
- **Diversity and Inclusion Summit:** The Firm regularly hosts national retreats for its LGBTQ lawyers and lawyers of color. These retreats offer workshops focused on professional skills development, marketing and business development and are a unique opportunity for lawyers to network with one another and the Firm’s senior leadership.
- **Global Women’s Leadership Summit:** DLA Piper hosts a bi-annual, dynamic professional conference and networking event for women general counsel, deputy general counsel and, other high-level, in-house women lawyers. This award-winning CLE event is focused on the importance of providing a foundation for thought leadership and discussion, particularly on the relationships between the general counsel, the board, the C-Suite and other stakeholders. On average, each event welcomes more than 300 women lawyers. The 2018 Summit featured a host of dynamic, insightful women panelists and speakers who discussed the ways that general counsel are navigating the demand for transparency

in our increasingly connected global environment. The two-day Summit provided ample networking opportunities and an energetic atmosphere, enabling participants to connect with fellow attendees and speakers alike. Our Leadership Alliance for Women (LAW) resource group's history as a gold standard among law firms has allowed the Global Women's Leadership Summit to evolve into an event recognized by our clients.

- **Diversity and Inclusion on the Web:** DLA Piper has established internal e-mail listservs of its national diversity and inclusion networks. It also maintains a diversity and inclusion intranet site that provides user-friendly information on key diversity contacts, programs, articles, and a calendar of activities and holidays. DLA Piper also has an external diversity and inclusion website ([www.dlapiperdiversity.com](http://www.dlapiperdiversity.com)), which offers the public an opportunity to learn more about its diversity and inclusion strategy and programs.

## Promotion to partnership and leadership

- DLA Piper fosters equal access to advancement opportunities by supplying transparency with regard to the matriculation criteria and the potential pathways and available resources for implementation of individualized career plans.
- DLA Piper is a signatory to the **Mansfield Rule**, a national initiative developed to increase diversity in leadership and governance roles, partner promotions and lateral positions. The Firm is committed to sourcing and considering a candidate pool for all of those positions that is at least 30 percent diverse.
- **Women Emerging Leaders:** This program is aimed at developing junior female partners into strong business developers, rainmakers and leaders. The initiative works to increase business acumen, provide opportunities for strategic enhancement of business development skills, allow for a better understanding of leadership within the global Firm and effectively develop, reward, engage and attract women lawyers.

## Recruitment

Each year, in addition to on-campus interviewing, DLA Piper participates in various diversity job fairs to identify talented second-year law students for our summer associate program. We generally consider candidates in the top quarter or top third of their class, and we seek candidates with demonstrated work experience, motivation and abilities.

Our Legal Recruiting and D&I departments work closely together to sponsor and participate in pipeline programs, career fairs, receptions, discussion panels and other law school outreach events to recruit for our summer program. We regularly evaluate our recruiting strategy to ensure that we are maximizing our opportunities to attract diverse students.

Some of the organizations that we sponsor for purposes of recruiting include the following: the National Black Law Students Association, National Asian Pacific American Bar Association, Hispanic National Bar Association, the LGBT Bar Association's Lavender Law Career Fair and Conference, Southeastern Minority Job Fair, Bay Area Diversity Fair and the Boston Lawyers Group Fair.

## Work/life integration

- **Flexible Work Solutions (FWS):** DLA Piper's Flexible Work Solutions (FWS) strategy is built on our dedication to creating a culture that is inclusive of all people. It includes a recognition that our lawyers have responsibilities and interests outside of the firm that may require flexibility in order to better integrate their work life and personal life, and it demonstrates our commitment to retaining and advancing talented lawyers who are committed to the profession, the firm and its clients.

Options include reduced hours, full-time flex, and a ramp-up policy that allows lawyers who have been on leave to automatically "ramp" back up to a full-time schedule. As of January 1, 2019, 8 percent of the Firm's lawyers work a reduced-hours schedule, and seven FWS lawyers have been promoted to partner in the past five years.

- **Working Parent Career Coaching:** This virtual program provides attorneys and staff with confidential, professional, one-on-one support for transitioning into parental leave, reintegrating following the leave, and continuing to manage career and family once back at work. This program also assists employees seeking advisement, education and support in attaining a suitable work/life balance, achieving personal well-being, crafting and refining employers' personal brand, and career coaching. Certified coaches help parents navigate the challenges of parenthood while thinking strategically about their careers and realistically about their competing priorities.

## Community and client partnerships

- DLA Piper is proud to partner with clients on secondments, professional development, civic engagement and pro bono projects.
- DLA Piper partners with numerous organizations to improve diversity and inclusion in the legal industry, including the following:
  - **NYU School of Law's Center for Diversity, Inclusion and Belonging (the Center):** DLA Piper has partnered with the Center to provide bespoke training and access to cutting-edge research and thought leadership. The Center seeks to do "paradigm-shifting work at a critical time in history, in which rapid demographic changes are creating increasingly diverse national and global communities."

- The Firm provides billable hour credit for pro bono work. While its lawyers are engaged in a wide-range of pro bono activities, Firm-sponsored community service work focuses on the following categories: access to justice, at-risk children, diversity and inclusion, intimate partner violence, education and veterans.

## Diversity pipeline development

DLA Piper's pipeline development efforts seek to identify, mentor and develop diverse students who aspire to careers in the law. The Firm contributes to various diversity scholarship programs and encourages active participation through mentoring, speaking engagements and serving on boards. The Firm has also provided office space and resources to some of its pipeline partners such as the Jackie Robinson Foundation.

A few examples of the Firm's work in this area include:

- **DLA Piper's Raja Gaddipati Fellows Program:** This six-week paid summer internship gives diverse students a broad view of what it is like to work in a large law firm and encourages them to begin developing professional networks.
- **Just the Beginning, A Pipeline Organization (JTB)®:** JTB offers free educational pipeline programming for students in middle school, high school, college and law school, with a mission to increase the diversity in the legal profession and inspire underrepresented, underserved and at-risk students. The Firm actively supports the organization's high school to college pipeline program.
- **Leadership Council on Legal Diversity Programs:** Through its partnership with the Leadership Council on Legal Diversity, the Firm hosts 1L students in its offices each summer and participates in the law school mentoring program, the Fellows and Pathfinders program, and the mentoring program for 2Ls.
- **Diversity Scholars program at the University of Maryland School of Law:** The program awards scholarships to diverse students based on academic achievement, financial need and the recipients' ability to contribute to the diversity of the school's student body and the legal profession.
- The Firm sponsors **Equal Justice Fellows** with its client **Verizon Foundation**.
- The Firm sponsors the **DLA Piper Krantz Fellowship**, which allows two associates to dedicate their first year of work at the Firm to pro bono projects.

## Accolades

DLA Piper is on a journey and, like most law firms, it still has some distance to travel, but with a combination of innovative approaches and best practices, its improved statistics this year indicate that the

firm is moving in the right direction and is committed to making even greater progress moving forward.

Here are some examples of ways in which the Firm is achieving best-in-class results:

- One quarter of the office managing partners are diverse.
- In 2018, 31 percent of the partner promotions were diverse lawyers (women and lawyers of color, without double counting).
- Our US Managing Partner, Stasia Kelly, was named the 2018 National Women in Law Awards Managing Partner of the Year by *Corporate Counsel*.
- **Mansfield Certified Plus:** In 2018, we received Certified Plus status, which indicates that we considered at least 30 percent women and people of color in the candidate pools for leadership positions, lateral recruits and promotions over the past year and that we have achieved actual representation of at least 30 percent women and people of color in a large number of our key leadership roles and among lateral hires. As a result, we were one of just 27 firms to reach a level beyond certification, becoming "Certified Plus." This achievement is particularly remarkable given that DLA Piper is a single-tier partnership. This achievement represented an increase of 36 percent from 2017's applicant pool. We are also a signatory to Mansfield 2.0, which adds LGBTQ lawyers to the definition of diverse and also measures diversity in pitch teams.
- **WILEF-Gold Standard Certification:** In 2018, and for the sixth consecutive year, DLA Piper received the Gold Standard Certification from the Women in Law Empowerment Forum (WILEF), which recognizes the leadership roles achieved by women equity partners.
- **Working Mother and Flex-Time Lawyer's Best Law Firms for Women:** In 2018, and for the seventh time, DLA Piper was named one of the *50 Best Law Firms for Women* in recognition of its many programs that attract, retain and promote women lawyers.
- **American Lawyer – Diversity Scorecard:** Each year, *American Lawyer* ranks the top 200 US law firms according to their percentage of minority lawyers. In 2018, DLA Piper ranked #55 out of 227 participating firms.
- **Law360 Diversity Snapshot:** In 2018, DLA Piper ranked #9 out of participating firms.
- **Human Rights Campaign – Corporate Equality Index:** In 2018, and for ten consecutive years, DLA Piper has earned a rating of 100 percent in the Corporate Equality Index published by the Human Rights Campaign. This perfect score is recognition that DLA Piper is one of the *Best Places to Work for LGBT Equality*.

## About us

DLA Piper is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

## For more information

To learn more about DLA Piper, visit [www.dlapiper.com](http://www.dlapiper.com) or contact:

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