

At Morrison & Foerster, our **diversity** makes a **difference**.

Clients entrust us with critical, multidimensional matters. We provide them with innovative solutions by fostering a community that values diverse viewpoints, backgrounds, and experiences. Working together, we explore different perspectives that allow us to achieve the best results possible.

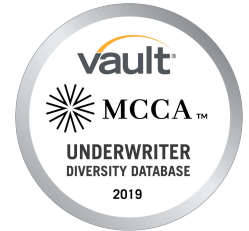
We are Morrison & Foerster — a global firm of exceptional credentials. Our clients include some of the largest financial institutions, investment banks, Fortune 100, and technology and life sciences companies. The *Financial Times* has named the firm to its lists of most innovative law firms in Northern America and Asia every year that it has published its Innovative Lawyers Reports in those regions. In the past few years, *Chambers USA* has honored MoFo's Privacy and Data Security, Bankruptcy, and IP teams with Firm of the Year awards, the Corporate/M&A team with a client service award, and the firm as a whole as Global USA Firm of the Year. Our lawyers are committed to achieving innovative and business-minded results for our clients, while preserving the differences that make us stronger. The firm also has a long history of commitment to the community through providing pro bono legal services, including litigating for civil rights and civil liberties, improving public education for poor children, advocating for veterans, promoting international human rights, winning asylum for the persecuted, and safeguarding the environment.

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Morrison & Foerster LLP

2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Beijing, Berlin, Brussels, Denver, Hong Kong, London, Los Angeles, New York, Northern Virginia, Palo Alto, San Diego, San Francisco, Shanghai, Singapore, Tokyo, Washington, D.C.

DIVERSITY LEADERSHIP

Head(s) of Firm: Darren Nashelsky, Chair; Paul Friedman, Managing Partner; Craig Martin, Managing Partner; Eric Piesner, Managing Partner; Tessa Schwartz, Managing Partner

Diversity team leader(s): Purvi Patel, Diversity Strategy Committee Co-Chair; Obrea Poindexter, Diversity Strategy Committee Co-Chair; Tiffany Cheung, Women's Strategy Committee Co-Chair; Carrie Cohen, Women's Strategy Committee Co-Chair; Natalie Kernisant, Director of Diversity Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	1029	1054
U.S. offices only	748	787

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2017)

	Men	Women
White/Caucasian	150	115
African-American/Black	5	9
Hispanic/Latino	14	6
Alaska Native/American Indian	0	0
Asian	38	48
Native Hawaiian/Pacific Islander	0	0
Multiracial	11	7
Openly LGBTQ	17	7
Individuals with disabilities	0	0
Total	218	185

SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	28	17
African-American/Black	2	3
Hispanic/Latino	1	9
Alaska Native/American Indian	1	0
Asian	6	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	3
Openly LGBTQ	10	4
Individuals with disabilities	1	1
Total	40	41

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	160	40
African-American/Black	4	2
Hispanic/Latino	6	4
Alaska Native/American Indian	0	0
Asian	11	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	6	1
Individuals with disabilities	0	0
Total	181	56

NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

This section is N/A- the firm does not have Non-Equity Partners. All our Partners are Equity Partners.

OF COUNSEL (2017)

	Men	Women
White/Caucasian	86	29
African-American/Black	0	1
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	6	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	3	3
Individuals with disabilities	2	0
Total	93	38

NEW HIRES (2017)

	Men	Women
White/Caucasian	43	39
African-American/Black	3	6
Hispanic/Latino	4	1
Alaska Native/American Indian	0	0
Asian	19	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	2
Openly LGBTQ	11	1
Individuals with disabilities	0	0
Total	74	59

Attorney hires are YTD from 1/1/2017 to 12/31/2017.

Strategic Plan and Diversity Leadership

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

The firm communicates the importance of diversity through firmwide executive communications from the chair and managing partners, newsletters, digital and social media, and the firm's intranet. Firmwide, we have 29 affinity groups that give voice to lawyers of color, women lawyers, LGBT lawyers, working parents, and veterans. The firm holds local, regional, and firmwide diversity workshops, trainings, and events in which firm leaders participate or attend, reiterating the importance of diversity. In 2017, the firm created a Department dedicated to diversity and inclusion, hiring two new full time positions dedicated to firm's diversity efforts. It also continued to offer unconscious bias training to all its attorneys and expanded its offering to include staff. The firm also held a series of town hall meetings to discuss diversity and inclusion in each of its domestic offices which were hosted by the Diversity Strategy Committee co-chairs and the Directors of Diversity Inclusion and Women's Initiatives. We also conducted our biannual associate satisfaction survey, which includes questions about the firm's progress on diversity. The firm's chair and managing partners also sit on, support and participate in the activities of the Diversity Strategy Committee and Women's Strategy Committee. Firm leaders regularly meet with practice group heads to communicate the importance of and measure progress on our diversity goals.

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

Larren Nashelsky, Firm Chair; Purvi Patel, Partner and Diversity Strategy Committee Co-Chair; Obrea Poindexter, Women's Strategy Committee Co-Chair; Carrie Cohen, Women's Strategy Committee Co-Chair; Tiffany Cheung; Natalie Kernisant, Director of Diversity and Inclusion; Janet Herman, Director of Women's Initiatives

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2017, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 15

Total hours spent on diversity: 3651

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

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

Quarterly

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

The Diversity Strategy Committee (DSC) and Women's Strategy Committee (WSC) work closely with firm leadership and management, including the firm's chair, firmwide managing partners, and board of directors, to ensure that the promotion of diversity is a constant strategic priority. Both the DSC and WSC have researched and identified best practices for promoting diversity within in the firm, including through internal promotions, lateral hiring, and retention. Firm leaders regularly review and present metrics and progress on realizing the firm's diversity goals and to the chair, managing partners, and board of directors. In 2016, the Firm launched two special Recruiting Committees focused on increasing both the racial/ethnic and gender diversity of our partnership through lateral hiring. In addition, firm leadership meets twice a year with practice heads to review progress on practice plans and to discuss the progress that has been made in promoting diversity at the practice level. Practice group leaders have a stated goal of ensuring that client development opportunities are equally available to women and diverse lawyers. The DSC and WSC co-chairs check-in periodically with department heads regarding diversity goals to increase accountability and provide support. Demonstrating progress on goals directly impacts individual partner evaluations. We also ask associates to anonymously report their satisfaction on various issues, including diversity. Results are tabulated and shared with associates, partners, and firm management. The firm also conducts exit interviews with all departing associates. The firm's diversity and inclusion director, working with colleagues from the Recruiting and Attorney Development Groups, provides strategic oversight on our diversity initiatives and programs. In 2018, MoFo became 1 of the 44 firms participating in the Mansfield Pilot and has committed to ensuring 30% of the talent pools, from which we select firm leaders, are diverse.

Is your firm minority-owned or women-owned?

No

Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide diversity training for all attorneys and staff
X			Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

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

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X			Increase the number of women at the associate level
X			Increase the number of women at the partnership level
X			Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
	X		Other (please specify): Focus on strengthening firm's sponsorship program for women



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
		X	Increase the number of attorneys with disabilities at the associate level
		X	Increase the number of attorneys with disabilities at the partnership level
		X	Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



Pipeline Initiatives

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

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

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

Since 2008, the firm has sponsored a group of low-income public high school students as pre-law interns through the Sponsors for Educational Opportunity (SEO) program. More than 30 SEO students have participated in the program over the years, and four have completed the pipeline and joined us as full-time associates. In addition, we also sponsor pre-law interns through the Initiative for Diversity in Education and Leadership (IDEAL) Scholars program, offering underrepresented students opportunities to shadow attorneys and work at the firm. We are also involved with Legal Employment Action Program (LEAP), which provides internship opportunities to disadvantaged individuals. Some years back, the firm founded an internship and college scholarship program for students from a predominantly minority San Francisco public high school. Since the 1980s, that office also has adopted a public elementary school with a largely minority student body. Lawyers and staff visit the school weekly to tutor students and engage in other activities. MoFo and its charitable foundation have provided financial support to numerous programs that assist diverse students in broadening their career opportunities. In 2015, the foundation contributed to multiple programs supporting diverse undergraduate, high school, middle school, and grade school students.



Recruitment - New Associates

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

Ivy League schools: Harvard, Columbia, Cornell, U of Pennsylvania & Yale

Other private schools: Georgetown, Boston University, University of Chicago, Duke, George Washington, Hofstra, Stanford, Santa Clara, USC, Fordham, Cardozo, Northwestern, NYU, U of San Diego

Public state schools: UC, Berkeley, UC Davis, UC Hastings, UVA, U of Texas, UCLA, U of Michigan

Historically Black Colleges and Universities (HBCUs): Howard

Diversity job fairs: Bay Area Diversity CF and Lavender Law

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students*
- Advertise in minority law student association publications*
- Participate in or host minority law student job fairs*
- Sponsor minority law student association events*
- Firm lawyers participate on career panels at schools*
- Outreach to leadership of minority student organizations*
- Scholarships or intern/fellowships for minority students*
- Other (please specify)*

Do you have any programs specifically targeted at first-year students?

Yes – The Wetmore Fellowship Program, Law Preview, and the SEO program.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	22	16
African-American/Black	0	3
Hispanic/Latino	1	6
Alaska Native/American Indian	0	0
Asian	5	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	4	2
Individuals with disabilities	0	0
Total	30	36

We had a total of 66 2Ls in our US offices. One male chose not to disclose.

OFFERS ACCEPTED* (2017)

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

	Men	Women
White/Caucasian	17	14
African-American/Black	0	2
Hispanic/Latino	1	5
Alaska Native/American Indian	0	0
Asian	4	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	1	1
Individuals with disabilities	0	0
Total	24	30

We had a total of 54 accepted full time offers in our US offices. One male chose not to disclose.

OFFERS MADE* (2017)

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

	Men	Women
White/Caucasian	21	16
African-American/Black	0	3
Hispanic/Latino	1	6
Alaska Native/American Indian	0	0
Asian	5	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	4	2
Individuals with disabilities	0	0
Total	29	36

We had a total of 65 full time offers in our US offices. One male chose not to disclose.

NEITHER ACCEPTED NOR DECLINED (2017)

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

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	2	2



Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2017)

	Men	Women
White/Caucasian	15	12
African-American/Black	2	2
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	9	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	2	0
Individuals with disabilities	0	0
Total	29	20

LATERAL OF COUNSEL HIRES (2017)

	Men	Women
White/Caucasian	4	5
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	5	6

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

	Men	Women
White/Caucasian	1	2
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	3	2

NEW PARTNERS PROMOTED* (2017)

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

	Men	Women
White/Caucasian	3	3
African-American/Black	0	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	4	5

2017 U.S. partner promos

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	4	5
African-American/Black	1	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	7	7

The data is a combination of lateral partner hires and partner promotions in 2017.

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Other (please specify)

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

David Carrie LLC, Grover Bond, and Ryder Smith



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	4
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	5	5

Salary class 2016 and 2017

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	3
African-American/Black	0	2
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	5	6

Salary class 2015

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	5	4
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	7	4

Salary class 2014

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	2
African-American/Black	0	2
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	4	5

Salary class 2013

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	5	5

Salary class 2012

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	1
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	0
Individuals with disabilities	0	0
Total	7	3

Salary class 2011

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	4
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	4	6

Salary class 2010

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	0
Individuals with disabilities	1	0
Total	8	3

Salary class 2009 and before

OF COUNSEL

	Men	Women
White/Caucasian	17	4
African-American/Black	0	0
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	21	6

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

This is N/A. All of our Partners are Equity Partners.

EQUITY PARTNERS

	Men	Women
White/Caucasian	10	3
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	14	4

Retention and Professional Development

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

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

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

Yes

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

[No response]

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

As of 12/31/2017 = 11 Partners worked part-time. As of 3/31/2018 = 12 Partners worked part-time.



Retention and Professional Development

PART-TIME ATTORNEYS (2017)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	3	22	24	403
Of counsel	50	25	75	131
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	2	9	11	237

All of our partners are equity partners



Management Demographic Profile

FIRMWIDE COMMITTEES 2017

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	12	7
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	12	10

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

The firm does not have a formal hiring committee.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	3	1
African-American/Black	0	0
Hispanic/Latino	1	2
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	5	5

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	63	17
African-American/Black	1	1
Hispanic/Latino	3	1
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	1
Individuals with disabilities	0	0
Total	71	21

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	6	2
African-American/Black	3	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with disabilities	0	0
Total	11	4

Contains only U.S. attorney numbers.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	8	8	20
Number of such positions held by:			
Minorities	0	1	6
Women	0	2	9
LGBTQ attorneys	1	0	2
Individuals with disabilities	0	0	0

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 8

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: Philip Besirof, San Francisco, 228

Individuals with disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Jaclyn Liu, Corporate Department (138)

Women heading practices: Jaclyn Liu, Corporate Department (138); Jennifer Marines, Finance Department (142)

LGBTQ attorneys heading practices: [No response]

Individuals with disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Chris Ford, Joseph E. Terraciano Scholarship Committee (6); Hector Gallegos, Partnership Review Committee (9); Tiffany Cheung, Women's Strategy Committee (25); Jaclyn Liu, Corporate Department (17); Purvi Patel, Diversity Strategy Committee (18); Obrea Poindexter, Diversity Strategy Committee (18)

Women heading committees: Tiffany Cheung, Women's Strategy Committee (25); Jaclyn Liu, Corporate Department (17); Purvi Patel, Diversity Strategy Committee (18); Obrea Poindexter, Diversity Strategy Committee (18); Jamie Levitt, Morrison & Foerster Foundation Committee (10); Jennifer Marines, Finance Committee (11); Colette Mayer, Pro Bono Services (22); Carrie Cohen, Women's Strategy Committee (25); Tessa Schwartz, Business Review (22)

LGBTQ attorneys heading committees: Colette Mayer, Pro Bono Services (22); Bernadino Pistillo, Benefits (6)

Individuals with disabilities heading committees: [No response]



The Firm Says

Over 20 years ago, MoFo created a diversity mission statement that expressed a shared commitment to "continue our work to break down any barriers to equal opportunity, to value fully the differences among people in our organization while recognizing our similarities, and to create an atmosphere in which each individual can develop his or her potential to the fullest extent possible."

A STRATEGIC PRIORITY. Firm leaders meet twice a year with practice heads to review progress on practice plans, including efforts to promote diversity at the practice level. Demonstrating progress on this goal directly impacts individual partner evaluations, as diversity is among the factors evaluated by our partner compensation committee. In addition, we encourage our associates to participate in diversity-related activities, such as recruiting functions for lawyers of color. These efforts are acknowledged in annual performance reviews.

DIVERSITY COMMITTEES. Our Diversity Strategy Committee was formed in 2003 to recommend major diversity goals and objectives to our board of directors. We established our Women's Strategy Committee in 2006 to ensure that that advancement of women is also a constant strategic priority.

DIVERSE AND WOMEN PARTNER RECRUITING COMMITTEES. Launched in 2016, these two committees focus on increasing diversity within our partnership by focusing on strategic and inclusive hiring practices and targeted lateral hiring.

DIVERSITY MENTORSHIP PROGRAM. Launched in 2015, this program provides high-level oversight from two senior partners to ensure that associates from historically underrepresented groups in the legal profession receive work assignments, training, mentoring, and other support necessary to have the opportunity to succeed professionally. In 2016, the program also included bimonthly professional development webinars and quarterly partner trainings.

SPONSORSHIP PROGRAM FOR DIVERSE AND WOMEN ATTORNEYS. In 2016, we launched an initiative to promote a culture of sponsorship within the firm. Each sponsorship relationship is unique, but it generally includes increasingly challenging work or stretch assignments, developing and enhancing an associate's presence and reputation within the firm, client exposure, and leveraging partner influence to promote the associate within the firm.

DIVERSITY SUMMIT AND TOWN HALLS. Since the early 1990s, we've held professional development workshops for our U.S.-based lawyers of color. In 2014, the workshops were expanded to include LGBT lawyers and became known as the Diversity Summit. In 2018, the workshops will be expanded to include some of our diverse attorneys from our international offices as well as our 1L & 2L Diversity Fellows.

STUDENT OUTREACH. In 2018, we awarded nine fellowships to talented 1L law students of color and LGBT law students through our Wetmore Fellowship Program. Over the fellowship program's seven-year existence, we've given 57 fellowships. Each year, the firm also funds a three-year scholarship for a law student from a historically underrepresented group at the University of San Diego School of Law. We support various public interest scholarship and programs that promote diversity, such as the California Bar Association's Diversity Scholarship Program and the Justice & Diversity Center's Bay Area Minority Law Student Scholarship Program.

LCLD FELLOWSHIPS. Since 2011, the firm has supported the development of talented diverse partners as fellows with the Leadership Council on Legal Diversity (LCLD). Over the years, several of our summer associates have participated in LCLD's 1L Scholars Program.

IMPACT CENTER FELLOWS. Since 2011, we have sponsored the participation of women partners in the Impact Center's women leadership development program.

REDUCED-HOURS PROGRAM. Our work culture embraces the flexibility that virtually everyone needs from time to time for personal matters. For those who require more permanent arrangements over an extended period of time, we offer reduced-hours schedules to support them in fulfilling caregiving and critical obligations outside the firm while continuing to support them in fulfilling their professional development and contributions within the firm. We do not have a "one size fits all" approach to reduced hours. We instead base such arrangements on individual circumstances, as well as practice group needs and client needs.

PARENTAL LEAVE. A gender-neutral parental leave policy allows primary caregivers to take up to 20 weeks of paid parental leave following the birth, adoption, or foster care placement of a child. Secondary caregivers can take up to six weeks of paid leave. In addition, reduced-hours arrangements are automatically granted for one year to all lawyers who return to work from a parental leave.

TRANSITION TIME. We provide "transition time" for lawyers who take maternity leave. In addition to prorating the lawyer's annual hours expectation during maternity leave, the firm will also reduce the lawyer's hours expectations by 50% during the four-week period immediately preceding her leave and during the four-week period immediately following her return from leave.

CAREGIVING. Reduced-hours arrangements are also available for lawyers who need to care for a child, infirm parent, spouse, or significant other. We recognize that it is often difficult on a prospective basis to set limits on the duration of such an arrangement, which is why the reduced-hours arrangement can remain in effect as long as the needs of the firm and its clients continue to be met.

HOURLY COMPENSATED ARRANGEMENTS. For significant reductions in expectations (that is, generally below 50 percent of annual expected hours of a full-time lawyer in the relevant practice and office), a lawyer can propose hourly arrangements to the partners with whom he or she works most closely.

REMOTE WORK. For lawyers who wish to maintain a full-time schedule but require flexible work options, they can work one or more days outside the office each week. They also have the option of working shortened days in the office.

REDUCED-HOURS ROUNDTABLES. Our U.S. offices hold roundtable discussions about best practices for achieving professional success while working a reduced-hours schedule.

BUSINESS DEVELOPMENT AND COMMUNICATIONS TRAINING. We regularly hold business development and communications trainings specially designed for our women and diverse lawyers.

CHANGE FROM THE TOP FORUM. In 2017, our New York office hosted a forum focused on sharing diversity and inclusion best practices, with more than 100 executives in attendance.

MOFO SUMMIT FOR WOMEN IN-HOUSE COUNSEL. Since 2012, we have simultaneously promoted the practice capabilities of our senior women lawyers and addressed the needs of our women clients through the MoFo Summit for Women In-House Counsel.

DIVERSITY PROGRAMMING. Educational programs are held throughout the year to mark Black History, Asian-American Awareness, Latino/Mexican American, and Gay Pride Months.



WORK-LIFE BALANCE PROGRAMMING. The firm offers work-life balance programming throughout the year, both firmwide and locally. The programming offered ranges from social gatherings to lunch meetings with specific discussion topics to firmwide meetings. For example, the firm offers Women on Wednesdays (WOW), a series of programs in which women partners across practice groups discuss their respective career paths and how they successfully manage their roles as lawyers and firm leaders.

MENTORING CIRCLES. Mentoring circles give women associates and partners an opportunity to meet quarterly to discuss topics of mutual interest.

COACHING. We provide diverse lawyers who have demonstrated high potential the opportunity to work with an outside executive coach. We also have certified coaches on staff who provide coaching support in our U.S. offices.

AFFINITY GROUPS. Since 2008, our affinity group program has provided diverse lawyers with an internal support network and enhanced the internal and external profile of group members. We currently have 29 affinity groups that serve the professional development needs of lawyers of color, women of color, LGBT lawyers, working parents, and veterans.

CONFLICTS RESOLUTION WORKSHOPS. In partnership with Columbia Law School, our U.S. offices held workshops for lawyers and staff focused on ways to de-escalate conflict situations, both in- and outside the workplace, following the divisive U.S. election season.

OTHER TRAINING PROGRAMS. We hold diversity training programs for lawyers and staff across all offices to ensure that the firm fosters a work environment in which diversity is a core value. In addition, we conduct training programs for lawyers and staff on firm policies, including sexual harassment prevention for managers and other personnel, new lawyer orientation, new supervisor orientation, external management training on government compliance requirements such as EEO/AA, ADA compliance training, interview training on non-discriminatory procedures, and large management group diversity workshops.

AWARDS. Recent recognitions include: American Lawyer Diversity Scorecard (top 15 firm since 2010); Law 360 2017 Diversity Snapshot (ranked #4); Yale Law Women Top 10 Family Friendly Firms (2014-2016); Yale Law Women Top 10 Female Friendly Firms (2018); Yale Law Women Top 5 Family Friendly Firms in California (2016); Vault 100 ranked MoFo among the top 15 firms for LGBT diversity and among the top 20 best firms for overall diversity (2018); Working Mother & Flex-Time Lawyers Top 50 Firm (2014-2016); WILEF Gold Standard Certification (2011-2017); Most Valuable Mentoring Program for Women Lawyers, Chambers USA Women in Law Awards (2015); Best International Law Firm for Work Life Balance, Americas Women in Business Law Awards (2014).

