

Michael Best & Friedrich LP

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Austin, Texas; Boulder, Colorado; Broomfield, Colorado; Chicago, Illinois; Cottonwood Heights, Utah; Denver, Colorado; Madison, Wisconsin; Manitowoc, Wisconsin; Milwaukee, Wisconsin; Raleigh, North Carolina, Salt Lake City, Utah; Washington, D.C.; Waukesha, Wisconsin

DIVERSITY LEADERSHIP

Head(s) of Firm: David A. Krutz, Firm Managing Partner

Diversity team leader(s): Jorge M. Leon, Partner, D&I Committee Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	266	271
U.S. offices only	266	271

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2018)

	Men	Women
White/Caucasian	38	23
African-American/Black	1	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	42	27

The Firm does not request disability status.

EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	64	11
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	67	11

The Firm does not request disability status.

OF COUNSEL (2018)

	Men	Women
White/Caucasian	27	12
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	31	13

The Firm does not request disability status.

SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	4	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	4	3

The Firm does not request disability status.

NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	55	18
African-American/Black	0	1
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	2
Individuals with Disabilities	n/a	n/a
Total	58	22

The Firm does not request disability status.

NEW HIRES (2018)

	Men	Women
White/Caucasian	27	11
African-American/Black	1	2
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	30	18

The Firm does not request disability status.

Strategic Plan and Diversity Leadership

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

Marketing collateral, website, State of the Firm - annual update, intranet.

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

Jorge Leon, Partner, Diversity & Inclusion Committee Chair

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2018, 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: 12

Total hours spent on diversity: 833

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?

Monthly

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

Hiring and retention among other metrics.

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	X		Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	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		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		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	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



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		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
X			Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

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	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



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X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X			Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



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 minority 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.

Our Milwaukee office participates in a work/study program for students from Cristo Rey Jesuit High School. Students of limited financial means, many of whom are diverse, are given the opportunity to spend one day a week at Michael Best throughout the school year. Working with guidance from our staff and attorneys, they gain work experience, learn about careers in the legal industry and the sciences, and make professional contacts.



Recruitment - New Associates

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

Ivy League law schools: None

Other private law schools: Marquette University; Vanderbilt University; Brigham Young University; Chicago-Kent Joint; University of Notre Dame; Northwestern University

Public state law schools: University of Minnesota; University of Wisconsin; University of Utah; Indiana University; University of Iowa; University of Michigan

Law schools of Historically Black Colleges and Universities (HBCUs): Howard University

Diversity job fairs: Hispanic National Bar Association Career Fair (annual); Cook County Bar Association Minority Career Fair (annual); oSTEM Annual Conference

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?

[No response]



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	3

The Firm does not request disability status.

OFFERS ACCEPTED* (2018)

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

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	3

The Firm does not request disability status.

OFFERS MADE* (2018)

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

	Men	Women
White/Caucasian	3	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	3

The Firm does not request disability status.

NEITHER ACCEPTED NOR DECLINED (2018)

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

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	0

The Firm does not request disability status.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	12	4
African-American/Black	1	1
Hispanic/Latinx	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	n/a	n/a
Total	14	5

The Firm does not request disability status.

LATERAL OF COUNSEL HIRES (2018)

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
Hispanic/Latinx	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	n/a	n/a
Total	3	6

The Firm does not request disability status.

LATERAL PARTNER HIRES* (2018)

* Both equity and non-equity

	Men	Women
White/Caucasian	11	1
African-American/Black	0	0
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	11	3

The Firm does not request disability status.

NEW PARTNERS PROMOTED* (2018)

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

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	5	2

The Firm does not request disability status.

NEW EQUITY PARTNERS* (2018)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	3	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	3	0

The Firm does not request disability status.

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
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

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

No

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

Not applicable

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:

We do use firms that are women-owned, unsure about minority-owned. We do not necessarily specify to only seek out diversity hires with those firms.



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	2

The Firm does not request disability status.

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	1

The Firm does not request disability status.

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	0

The Firm does not request disability status.

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latinx	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	n/a	n/a
Total	1	2

The Firm does not request disability status.

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	1

The Firm does not request disability status.

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	0

The Firm does not request disability status.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	0

The Firm does not request disability status.

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	0

The Firm does not request disability status.

OF COUNSEL

	Men	Women
White/Caucasian	4	1
African-American/Black	0	1
Hispanic/Latinx	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	n/a	n/a
Total	5	2

The Firm does not request disability status.

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	6	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	6	4

The Firm does not request disability status.

EQUITY PARTNERS

	Men	Women
White/Caucasian	1	5
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	5

The Firm does not request disability status.

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
- Implement procedures to ensure gender pay equity
- 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?

None. Part time scheduling does not impede advancement at the firm.

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

NATASHA



Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	5	6	69
Of counsel	14	5	19	44
Non-equity partner	7	8	15	80
Equity partner	6	4	10	78



Management Demographic Profile

FIRMWIDE COMMITTEES 2018

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	7	2

The Firm does not request disability status.

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	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	n/a	n/a
Total	12	4

The Firm does not request disability status.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	8	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	8	2

The Firm does not request disability status.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	12	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	13	4

The Firm does not request disability status.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

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

The Firm does not request disability status.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	13	9	7
Number of such positions held by:			
Minorities	1	0	1
Women	3	2	1
LGBTQ attorneys	1	0	1
Individuals with Disabilities	n/a	n/a	n/a

The Firm does not request disability status.

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? 13

Minorities heading offices: Jose A. Olivieri, Milwaukee (104)

Women heading offices: Kerryann Haase Minton, Chicago (35); Amy O. Bruchs, Madison (50)

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: The Firm does not request disability status.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: Adrienne S. Ehrhardt, Privacy & Data Security (3)

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: The Firm does not request disability status.

COMMITTEE LEADERS

Minorities heading committees: Jorge M. Leon, Diversity & Inclusion (10)

Women heading committees: Kelly M. Fortier, Women's Development Group (?)

LGBTQ attorneys heading committees: Jorge M. Leon, Diversity & Inclusion (10)

Individuals with Disabilities heading committees: The Firm does not request disability status.



The Firm Says

Different perspectives and voices are critical to the success of any business, and the practice of law is no different.

At Michael Best, diversity is one of our core values, and we are committed to fostering a diverse, inclusive culture; hiring and retaining diverse attorneys and staff; and helping advance their careers.

Michael Best's diversity initiatives are guided by our Diversity & Inclusion Committee. Composed of attorneys and HR professionals, including practice group leaders, the committee takes an active role in recruitment, retention, and firm policy. Programs are implemented by the Diversity Action Committee, a sub-committee made up of attorneys, paralegals, and technical professionals. Initiatives, programs, and actions include:

- **Women's Initiative.** Attorneys and professionals of all genders are encouraged to participate in our Women's Initiative programs which provide professional development and support and marketing and business development training and insight.
- **Lawyers & Engineers Advancing Diversity.** Our employee resource group, Lawyers & Engineers Advancing Diversity (LEAD), supports LGBTQ and ethnically diverse attorneys and professionals and their allies. LEAD conducts regular meetings and events to provide members with business development, networking, and educational opportunities, and works to foster supportive relationships among Michael Best's LGBTQ and ethnically diverse employees.
- **Patent Engineering Internship Program.** As part of the firm's diversity initiative, recruiting efforts for our innovative patent engineering internship program (EDGE) include partnering with the National Society of Black Engineers and the Society of Hispanic Professional Engineers, to increase the visibility of our program among underrepresented diverse groups and to expose diverse engineers to the patent engineering opportunities within a legal environment. EDGE is a paid internship program that gives engineering and science students a chance to work alongside Michael Best's IP professionals, performing patent and technical research, writing, and review.
- **Diversity & Inclusion Scholarship.** Michael Best's Diversity & Inclusion Scholarship initiative provides one to two years of full tuition to a diverse law student. The scholarship, which is part of our firm's commitment to build opportunities for future generations of lawyers with diverse backgrounds, was developed jointly by our Diversity & Inclusion Committee, Recruiting Committee, and Management Committee. In addition to full tuition, recipients are offered a summer associate position at Michael Best.
- **Membership in Leading Diversity and Inclusion Organizations.** Michael Best is a proud member of the Leadership Council on Legal Diversity (LCLD), which promotes inclusiveness in institutions, circles of influence, and society, with the ultimate goal of building a more open and diverse legal profession. Each year, we sponsor an attorney to serve as a Fellow of the LCLD to benefit from the LCLD's comprehensive professional development and leadership training.

Michael Best is a member of The Chicago Committee, which promotes racial and ethnic diversity in the legal profession, drives sustainable institutional change, and cultivates the community of minority leaders. Through our participation, our diverse attorneys have access to meaningful professional development, networking, and coaching opportunities. For example, one of our senior female associates was selected for the highly competitive Rate My Pitch program. This program, open to approximately 20 associates a year, provides coaching and mentorship as it relates to developing internal relationships and an external value proposition — all with the aim of fostering professional growth for up-and-coming diverse attorneys.

- **Other Initiatives.** Our internal policies include a Diversity Ombudsperson process to ensure that employees can raise issues and report concerns without fear of retaliation.

External programs include recruiting at schools with substantial diverse populations, including historically black colleges and universities, and through organizations such as diverse law student associations, bar associations, and other professional organizations.

- **Diversity in Our Communities.** Our commitment to diversity drives the work we do in our communities, and each of our offices partners with local nonprofits to develop relationships that go beyond pledging time and dollars.

In Chicago, we support Gads Hill Center. Gads Hill Center has worked to create opportunities for children and their working families to build a better life through education, access to resources, and community engagement. Our partnership with the organization includes board membership, helping students prepare for public speaking events, talking with them about potential career paths, and even helping them build rockets and robots. Gads Hill Center honored Michael Best with its 2018 Outstanding Partner Award.

Our Milwaukee office participates in a work/study program for students from Cristo Rey Jesuit High School. Students of limited financial means, many of whom are diverse, are given the opportunity to spend one day a week at Michael Best throughout the year. Working with our staff and attorneys, they gain work experience, learn about careers in the legal industry and the sciences, and make professional contacts.

- **Support and commitment to diversity and inclusion in the legal profession.** Michael Best provides financial support and pays for bar memberships dedicated to LGBTQ, Hispanic, Asian and African American diversity (e.g., HNBA, AABA, LAGBAC, NLGLA). The firm sponsors the Hispanic Lawyers Association of Illinois' the State of Latinos in the Law Symposium, LAGBAC's Lawyers for Diversity summer barbecue, and events for Lambda Legal. The firm has covered costs of attorneys to attend events in support of LGBTQ equality. The firm works with the ABA Commission on Sexual Orientation and Gender Identity to develop best practices for promoting LGBTQ diversity in the profession and LGBTQ parity in legislation.

Achievements, honors, awards, and successes. Michael Best is a member of the Leadership Council on Legal Diversity and the Chicago Committee, described above. Our firm earned a perfect score of 100% on the Human Rights Campaign Foundation's Corporate Equality Index, a national benchmarking tool on corporate policies and practices pertinent to LGBTQ employees. The Wisconsin Law Journal honored Michael Best with a 2018 Diversity in Business Award, for demonstrating significant contributions toward creating a diverse and inclusive business. Three Michael Best attorneys were honored as Top Latino Lawyers in 2018 by Latino Leaders magazine, recognizing the most influential Latino lawyers in the country. The chair of our Diversity & Inclusion Committee has been recognized multiple times by Crain's Chicago Business as a Notable Minority Lawyer who has made a significant impact within the legal community and the community as a whole. Gads Hill Center honored Michael Best with its Outstanding Partner Award for 2018, in recognition of our pro bono work and our strategic partnership with the organization. Equality Illinois recognized Michael Best as a law firm "Raising the Bar," leading the way in providing a welcoming and fair work environment for LGBTQ employees and engaging with the LGBTQ community.

New diversity & inclusion efforts over the past two years. The firm has joined both the LCLD and the Chicago Committee. Through these memberships, we continue to define and implement best practices for advancing participation in the firm for all attorneys, regardless of gender, ethnicity, or sexual orientation.

- **Transgender Policy.** In 2018, Michael Best instituted a policy designed to foster a supportive, productive environment for transgender and gender nonconforming individuals. In addition to anti-discrimination and privacy protections, our policy makes clear that employees have the right to be addressed by their preferred name and pronoun, to have official records changed, and to dress according to their preferred gender identity.

Michael Best & Friedrich LP

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

- **Parental Leave Benefits.** We improved Michael Best's already generous parental leave policy, providing gender parity for all employees. All timekeepers and exempt staff are eligible for up to 16 weeks of paid parental leave when adding a new child through adoption, surrogacy, or birth. To provide additional flexibility, our policy is that leave time may be taken consecutively or intermittently over the course of one year after the birth or placement of a child.

To help nursing mothers who travel, the firm introduced a new benefit that provides breast milk delivery services at no cost to employees.

- **Recruitment.** The firm invests heavily on building relationships with diverse candidates. We actively recruit gender, LGBTQ, and ethnically diverse professionals and actively recruit through Lavender Law®. Through targeted efforts, the Michael Best 2019 summer associate class is 50% diverse, 2 Asian, 2 Hispanic, 1 LGBTQ. This 2019 class is 40% female.

