

Jones Day

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Amsterdam; Atlanta; Beijing; Boston; Brisbane; Brussels; Chicago; Cleveland; Columbus; Dallas; Detroit; Dubai; Dusseldorf; Frankfurt; Hong Kong; Houston; Irvine; London; Los Angeles; Madrid; Melbourne; Mexico City; Miami; Milan; Minneapolis; Moscow; Munich; New York; Paris; Perth; Pittsburgh; San Diego; San Francisco; Sao Paulo; Saudi Arabia; Shanghai; Silicon Valley; Singapore; Sydney; Taipei; Tokyo; Washington

DIVERSITY LEADERSHIP

Head(s) of Firm: Stephen J. Brogan, Managing Partner

Diversity team leader(s): Yvette McGee Brown, Partner-in-Charge Diversity, Inclusion & Advancement

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	2552	2592
U.S. offices only	1643	1687

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2018)

	Men	Women
White/Caucasian	361	345
African-American/Black	15	20
Hispanic/Latinx	27	38
Alaska Native/American Indian	2	0
Asian	35	31
Native Hawaiian/Pacific Islander	0	0
Multiracial	13	10
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	453	445

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	422	140
African-American/Black	8	2
Hispanic/Latinx	21	7
Alaska Native/American Indian	1	0
Asian	18	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	4
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	471	161

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

OF COUNSEL (2018)

	Men	Women
White/Caucasian	85	55
African-American/Black	3	3
Hispanic/Latinx	1	2
Alaska Native/American Indian	0	0
Asian	1	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	92	65

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	73	79
African-American/Black	7	7
Hispanic/Latinx	9	9
Alaska Native/American Indian	0	0
Asian	8	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	97	108

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

All of our partners have the same rights and responsibilities under the partnership agreement.

NEW HIRES (2018)

	Men	Women
White/Caucasian	89	88
African-American/Black	5	9
Hispanic/Latinx	13	9
Alaska Native/American Indian	0	0
Asian	10	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	6	4
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	123	120

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

Strategic Plan and Diversity Leadership

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

Our Managing Partner expresses his commitment to diversity through presentations at the Advisory Committee and Partners Meetings, in his annual address to the Summer Associates and New Lawyers, and through his support for the work of the Diversity, Inclusion and Advancement Committee (DIAC). The 43 members of the DIAC reflect the diversity of the Firm by race, gender, ethnicity, sexual orientation, practice area and geographic location. They meet by telephone quarterly to exchange information and to develop priorities and strategies for accomplishing goals. The firmwide DIAC as well as diversity committees in each local office collaborate with offices and practice groups in addressing diversity priorities and has access to the resources of every administrative unit within the Firm: Business Development, Graphic Design, Technology, Human Resources, Recruiting, Financial Services, and the Charitable Foundation, through which the Firm supports many diversity-related organizations such as: Sponsors for Educational Opportunity, LCLD, MCCA, CCWC, Lambda Legal, the National Association of Women Lawyers, Just the Beginning Foundation, and many others.

The Partner in Charge of Diversity, Inclusion & Advancement meets regularly with the Managing Partner. She reports to the Firm's management committees, participates in Firmwide recruiting meetings, presents at Firmwide practice group gatherings, hosts an annual reception at the Firmwide Academy for lawyers joining our New Lawyers Group, and attends diversity events hosted by our domestic offices whenever possible. The importance of diversity is emphasized in our interviewer training and in our on-campus interviewer manuals.

Our firmwide affinity groups for women, black lawyers and LGBTQ+ lawyers meet quarterly to share ideas and discuss new programming and initiatives.

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

Yvette McGee Brown, Partner in Charge of Diversity, Inclusion & Advancement

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: 43

Total hours spent on diversity: 2800

Comments: Among other things, Diversity, Inclusion & Advancement Committee members participated in quarterly DIAC meetings, attended numerous diversity-related law school recruiting events, made presentations regarding diversity in the profession for bar associations and student organizations, and joined clients in supporting diversity events and trainings. Many DIAC members also chair the office level diversity committees in their offices. They, therefore, spend a substantial amount of time planning and executing diversity programming and initiatives for the lawyers closest to them.

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?

During frequent consultations with the Firm's Managing Partner, Management Committee leaders and office/practice group leaders.

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

The Partner in Charge of Diversity, Inclusion & Advancement meets regularly with the Firm's Managing Partner. In addition, she reports periodically to the Firm's management committees, participates in Firmwide recruiting meetings and presents at Firmwide gatherings of practice groups and Client Service Lawyers. Through these regular meetings and continuous sharing of data, priorities and progress are always under review so that our efforts receive constant attention and, when necessary, adjustment. Because diversity and inclusion are high priorities for the Firm, DIAC collaborations with Recruiting, Business Development, and our practice group leaders are frequent, with each relying on the other to accomplish objectives so that there is ongoing progress towards achieving goals. The Firm seeks feedback from recruits, partners and associates regarding diversity programming through various survey tools.

We also keep abreast of best practices through attendance at conferences and review of studies and literature. While our goal is to consistently increase diversity and inclusion within the Firm, we also benchmark our achievements against those of our competitor/peer firms. Pipeline efforts remain a major priority and, to that end, we have partnered with Sponsors for Educational Opportunity (SEO) in our Atlanta, Chicago, Cleveland, Columbus, Dallas, Houston, New York, San Francisco, Washington and London offices. In addition, we have increased our support for Just the Beginning Foundation as well as other pipeline organizations with a particular practice-area focus (i.e. Intellectual Property).

Finally, the Firm is keenly aware of our clients' commitment to diversity and their increasing desire to make specific data available regarding our diversity initiatives and outcomes. Therefore, we are examining our data-gathering mechanisms to ensure that we can respond as thoroughly as possible to appropriate diversity-related questions posed by our clients.

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	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		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	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	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	X		Increase the number of minority attorneys at the associate level
X	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	X		Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	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	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X	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	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
		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	Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X	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.

ATLANTA: sponsor SEO intern, pre-law society outreach at Spelman-Morehouse, GA Bar Pipeline Diversity Programs & Posse Foundation events; CHICAGO: sponsor SEO intern, host work study for Cristo Rey, sponsor summer intern w/Development School for Youth All Stars, partner w/ Legal Prep Charter Acad., teach at Chicago public elem. and HS, mentor students through WITS; CLEVELAND: sponsor SEO intern, coach mock trials, work/study for a Cristo Rey network school, instruction/career counseling, & mentoring for minority college students; COLUMBUS: Columbus BA Minority Clerkship Program, LCLD Mentors; partner with Law & Leadership Institute to work with underserved HS students; DALLAS: sponsor SEO intern, internships for HS seniors, teach law at LG Pinkston HS, teach interviewing skills to undergrad students, Job Partner with Cristo Rey; HOUSTON: sponsor SEO intern, sponsor summer intern through Community in Schools Program, develop and teach Pathways to Law program for MS students; IRVINE: Project SELF internships for low-income, high achieving minority HS students; LOS ANGELES: volunteer/mentor at several underserved high schools; JTB training program for HS students; coordinate county bar program for underserved HS students; NEW YORK: sponsor SEO intern, hire 22 interns from various underserved area high schools; supports NJ LEEP Diversity Gala and is a Pipeline to Diversity Partner of Legal Outreach; PITTSBURGH: PA Bar Assoc Law Day panel for diverse HS students; SAN DIEGO: Partner with Big Brothers/Big Sisters to mentor MS girls; Read aloud program for ES children; Constitution Day presentations at middle schools throughout San Diego County; SAN FRANCISCO: sponsor SEO intern, volunteer for BA of SF pipeline programs for diverse HS students, host work study teams from Cristo Rey HS ; SILICON VALLEY: mock trial & career panel for HS students, Constitutional Rights Fndn's state-wide mock trial competition; WASHINGTON: sponsor SEO intern, host Cristo Rey HS work study team



Recruitment - New Associates

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

Ivy League law schools: Columbia, Cornell, Harvard, Penn, Yale

Other private law schools: American, Boston College, Boston University, Cardozo, Case Western, Chicago, Duke, Emory, Fordham, George Washington, Georgetown, New York University, Northwestern, Notre Dame, Southern Methodist, Santa Clara, Stanford, University of Miami, University of San Diego, USC, Vanderbilt, Washington University

Public state law schools: Cleveland State, Connecticut, George Mason, Florida, Georgia, Georgia State, Houston, Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio State, Penn State - University Park, Pittsburgh, Texas, UC-Berkeley, UC-Hastings, UC-Irvine, UCLA, Virginia, Wayne State

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

Diversity job fairs: Bay Area Diversity Job Fair, Boston Lawyers Group Diversity Job Fair, Cook County Minority Job Fair, Harvard BLSA 1L Job Fair, Lavender Law Career Fair, LGBT Bar Association of NY LeGal Job Fair, Minnesota Minority Recruitment Conference, Southeastern Minority Job Fair

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)

Jones Day annually hosts our "Perspectives and Pathways Diversity Conference" for 1Ls.

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

Yes. In addition to our work with pre-college, college students and pre-law school risings 1Ls, Jones Day participates in 1L job fairs, career panels, consortia mock interview programs, and receptions hosted by student organizations at the schools from which we recruit. In that regard, we have participated in 1L programs for APALSA, BLSA, LALSA, Outlaw and other LGBT student groups, and a variety of women law student events. We have also joined with local bar associations and other law firms in contributing to or hosting 1L minority law student events at law schools across the country.

Several of our offices host 1L diversity networking receptions to provide diverse 1Ls with an opportunity to learn about the Firm and the practice of law as well as to connect with other diverse attorneys in their geographic area.

And, as mentioned above, every Spring we host a 1L diversity conference called "Perspectives & Pathways", which brings together Jones Day lawyers, Firm clients, and first-year law students.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	66	71
African-American/Black	4	6
Hispanic/Latinx	6	7
Alaska Native/American Indian	0	0
Asian	5	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	81	94

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

OFFERS ACCEPTED* (2018)

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

	Men	Women
White/Caucasian	62	67
African-American/Black	3	5
Hispanic/Latinx	6	7
Alaska Native/American Indian	0	0
Asian	5	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	76	86

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

OFFERS MADE* (2018)

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

	Men	Women
White/Caucasian	65	70
African-American/Black	4	5
Hispanic/Latinx	6	7
Alaska Native/American Indian	0	0
Asian	5	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	80	92

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

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	2	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	2	1

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	31	19
African-American/Black	1	2
Hispanic/Latinx	6	3
Alaska Native/American Indian	0	0
Asian	4	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	43	29

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

LATERAL OF COUNSEL HIRES (2018)

	Men	Women
White/Caucasian	5	5
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	6	7

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

LATERAL PARTNER HIRES* (2018)

* Both equity and non-equity

	Men	Women
White/Caucasian	4	5
African-American/Black	1	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	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	5	6

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

NEW PARTNERS PROMOTED* (2018)

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

	Men	Women
White/Caucasian	13	8
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	5	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	18	14

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

NEW EQUITY PARTNERS* (2018)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	17	13
African-American/Black	1	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	5	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	23	20

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

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)?

Yes

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

Unknown

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:

[No response]



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

OF COUNSEL

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

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

Comments:

Our part-time/flex-time policy says in part, "A variety of flexible and part-time arrangements are available to meet the needs of individual lawyers." Associates may propose a part-time arrangement, and such arrangements are considered on a case-by-case basis. At any given time, there are many lawyers around the Firm working part-time. Lawyers have used part-time arrangements for periods ranging from a few months to a decade or more. Associates have been promoted to partner while on part-time schedules, and there are partners in senior management positions in the Firm who have worked part-time during some period in their careers. One of those lawyers is Mary Ellen Powers who serves on the Firm's Partnership and Advisory Committees and as Partner-in-Charge of our European & Middle Eastern practice. Several factors cause our lawyers to feel comfortable availing themselves of the part-time/flex-time option. One is that we compensate lawyers based on all of their contributions to the Firm and not solely on the number of hours they bill. Second, the Firm's technology and technology support team enable our lawyers to work effectively from any location, thus making it easier to get work done from home when necessary. Finally, there are many role models available whose experience demonstrate that a part-time schedule need not interfere with a lawyer's development and success at the Firm. One such role model is Toni Ann Citera. She was promoted to partner while working a part-time schedule and has continued working part-time since then. She and her client, Celgene Corporation, were recognized by the Diversity & Flexibility Alliance with its 2015 Flex Success Award. Jones Day partner, Carter DeLorme, has served on the Board of Advisors for the Diversity & Flexibility Alliance (and its predecessor, Project for Attorney Retention) since 2009.

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?

Associates are considered for partnership when they have developed the requisite skills and experience, which may take longer for an associate who works on a part-time schedule for an extended period of time. But lawyers who have worked part-time have been promoted to partnership, some while continuing on a part-time schedule. Existing partners have also been permitted to shift to part-time schedules.

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

The Firm has and has had many lawyers working on approved reduced hour schedules at various percentages of time and many other lawyers (and many of its current partners) have had reduced hours for periods of time during their careers due to special circumstances but these arrangements are not formal and not tracked. In addition, the Firm has approved arrangements where lawyers may work from home for limited periods of time, but it does not track or monitor these arrangements.



Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	10	10	898
Of counsel	3	7	10	157
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	13	13	632

All of our partners have the same rights and responsibilities under the partnership agreement. The Firm has almost 30 years of experience with lawyers working in a wide range of alternative schedules and, at any given time, there are many lawyers around the Firm working part-time though not all such arrangements are tracked. Individual lawyers have utilized these part-time arrangements for periods ranging from a few months to a decade or more.



Management Demographic Profile

FIRMWIDE COMMITTEES 2018

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	20	17
African-American/Black	3	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	3	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	27	19

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	13	6
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	15	7

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	7	3
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	9	3

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	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

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	5	9
African-American/Black	4	2
Hispanic/Latinx	6	2
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	17	15

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	18	36	n/a
Number of such positions held by:			
Minorities	6	3	n/a
Women	7	5	n/a
LGBTQ attorneys	n/a	n/a	n/a
Individuals with Disabilities	n/a	n/a	n/a

The Firm does not track information in the category of "LGBTQ" or "Individuals with disabilities".

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? 18

Minorities heading offices: Hilda C. Galvan, Dallas (82); Brian Sun, Los Angeles (70); Tony Dias, Miami (35); Aaron Agenbroad, San Francisco (72); Kevyn Orr, Washington D.C. (253)

Women heading offices: Traci Lovitt, Boston (48); Tina Tabacchi, Chicago (169); Heather Lennox, Cleveland (183); Elizabeth P. Kessler, Columbus (52); Hilda Galvan, Dallas(82); Karen P. Hewitt, San Diego (49)

LGBTQ attorneys heading offices: The Firm does not track information in the category of "LGBTQ".

Individuals with Disabilities heading offices: The Firm does not track information in the category of "Individuals with disabilities".

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Antonio Dias, Financial Institutions Litigation & Regulation (44); Jayant W. Tambe, Financial Institutions Litigation & Regulation (44); Theodore T. Chung, Investigations & White Collar Defense (23); Yvette McGee Brown, Diversity, Inclusion & Advancement (2)

Women heading practices: Stephanie Parker, Business & Tort Litigation (USA) (378); Beth Heifetz, Issues & Appeals (74); Randi Lesnick, Mergers & Acquisitions (121); Colleen Laduzinski, New Lawyers Group (137); Laura Tuell, Pro Bono (1); Yvette McGee Brown, Diversity, Inclusion & Advancement (2)

LGBTQ attorneys heading practices: The Firm does not track information in the category of "LGBTQ".

Individuals with Disabilities heading practices: The Firm does not track information in the category of "Individuals with disabilities".

COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

Jones Day's diversity outreach efforts and initiatives are working. Jones Day is a leader among law firms in the recruitment and advancement of women. Firmwide, as of January 2019, women make up 40 percent of our lawyers, and 26 percent of our partnership. In our U.S. offices, 49 percent of our associates and 52 percent of our incoming Class of 2018 lawyers are women. As Partners-in-Charge, women lead our European Region, our Southern U.S. region, and 15 of our offices: Beijing, Boston, Chicago, Cleveland, Columbus, Dallas, Dubai, Frankfurt, Hong Kong, Madrid, Munich, Paris, San Diego, Shanghai and Singapore. Over the last two years, 39 women were admitted to the partnership and 18 joined as lateral partners.

In the U.S., more than 16 percent of our lawyers, and 25 percent of our Class of 2018 are diverse lawyers. In that same time, 21 lawyers of color have joined the partnership in our U.S. Offices, either by elevation from the ranks or laterally. Of the 147 law school graduates and judicial clerks who joined our U.S. offices in the fall of 2018, 52 percent are women and 25 percent are diverse.

Three women hold Firmwide leadership positions: Partner in Charge of Global Community Service Initiatives; Partner in Charge of Diversity, Inclusion, and Advancement; and the Firmwide Hiring Partner. Many other women and minorities provide leadership within their offices as hiring partners, diversity committee chairs and pro bono coordinators. Minority lawyers and women are active members of recruiting, summer associate programs, pro bono, and diversity committees and they represent the Firm in client presentations, at bar association events, in community service activities and in many other ways contribute to the strength and vitality of the firm.

The Firm has two leadership committees, which include 34 women and/or diverse lawyers. But our leadership structure is not limited to those two committees. A Partner-In-Charge ("PIC") leads each office, and some offices are grouped together regionally and overseen by a regional PIC. Unlike some firms where the office leader fills a largely administrative role, PICs have tremendous authority to lead their office or region. 11 of our 22 U.S. office and regional leadership positions and 29 of the 53 office and leadership positions worldwide are held by women and/or lawyers of color. Of the Firm's 43 offices, 15 are led by women, 2 Regional PICs are women, and 14 (5 women) are led by diverse lawyers. These include six of our largest offices in the Firm (Boston, Chicago, Cleveland, Columbus, Dallas, and San Diego). Additionally, Mary Ellen Powers is the PIC of Europe, and Lizanne Thomas is the PIC of the Southeast U.S. region. According to Bloomberg Legal News, no other firm can match our record of diverse office leadership.

U.S. OFFICE LEADERSHIP (Number of lawyers in office)

Diverse Partners in Charge of U.S. Offices: Hilda C. Galvan, Dallas (82); Brian Sun, Los Angeles (70); Tony Dias, Miami (35); Aaron Agenbroad, San Francisco (72); Kevyn Orr, Washington D.C. (253)

Women Partners in Charge: Traci Lovitt, Boston (48); Tina Tabacchi, Chicago (169); Heather Lennox, Cleveland (183); Elizabeth P. Kessler, Columbus (52); Hilda Galvan, Dallas(82); Karen P. Hewitt, San Diego (49)

PRACTICE GROUP/DEPARTMENT LEADERS

Diverse Practice Leaders: Antonio Dias, Financial Institutions Litigation & Regulation (44); Jayant W. Tambe, Financial Institutions Litigation & Regulation (44); Theodore T. Chung, Investigations & White Collar Defense (23); Yvette McGee Brown, Diversity, Inclusion & Advancement (2)

Women Practice Leaders: Stephanie Parker, Business & Tort Litigation (USA) (378); Beth Heifetz, Issues & Appeals (74); Randi Lesnick, Mergers & Acquisitions (121); Colleen Laduzinski, New Lawyers Group (137); Laura Tuell, Pro Bono (1); Yvette McGee Brown, Diversity, Inclusion & Advancement (2)

Our lawyers come from all over the world. We have 43 offices in 18 countries on 5 continents. Jones Day lawyers are citizens of 50 nations; they speak 56 languages. They were trained in scores of law schools; they have served in the military, in government, in the judiciary, in academia, and in corporate offices. They truly reflect the entirety of the human race.

AWARDS/HONORS

As a firm, Jones Day has been repeatedly recognized for its initiatives and accomplishments in the diversity and inclusion realm. We are honored to be the recipient of numerous awards from organizations across the country, including the following:

-- Jones Day is #7 of Law 360s "Best Law Firms for Women Partners" for 2019.

-- The 2019 edition of Texas Super Lawyers honored 25 Jones Day lawyers and recognized Hilda C. Galvan, Brian M. Jorgensen, and Joseph M. Beauchamp across three of its different "Top" lists.

-- In May 2018, Law360's 2018 Glass Ceiling Report named Jones Day one of the industry's Best Law Firms for Female Attorneys, as a firm that is "breaking down barriers and forging a path to a more diverse working environment."

-- In December 2017, the Dallas Diversity Task Force recognized Jones Day Dallas as the top scoring law firm in terms of minority hiring and retention for the third consecutive year.

-- In July 2017, Law360 named Jones Day the #10 best law firm for female attorneys.

-- Jones Day was recognized and awarded at the Dallas Women's Advocacy legal aid event held in May 2017, largely due to the Firm's work on unaccompanied minors and other immigration matters in Laredo, Texas.

-- In October 2016, Jones Day received the SEMPRO Energy Diversity Leader Award for being an outstanding diversity leader in the legal profession.

-- In August 2016, Jones Day received the ABA Pro Bono Publico Award for the development of its online Legal Recognition of Same-Sex Relationships Guide, a website that comprehensively surveys and tracks changes in laws governing the legal recognition of same-sex relationships around the world.

We think our commitment and our success is also evidenced by our attorneys' individual career successes. Jones Day women and diverse attorneys have recently won various awards that recognize their outstanding achievements.

2019

-- Jones Day Partner in Charge of Diversity, Inclusion & Advancement -- Yvette McGee Brown -- received American Red Cross Humanitarian of the Year Award at a ceremony on March 13, 2019. The Humanitarian of the Year Award, presented annually by the American Red Cross, recognizes individuals or groups whose efforts and accomplishments have made their community a better place to live and work.

-- Jones Day Boston associate, Alex Mancebo, is a recipient of the Hispanic National Bar Association 2019 Top Lawyers Under 40 Award. Mancebo was selected by the HNBA Awards Committee and National Leadership Team for his outstanding professional achievements combined with an exceptional commitment to service. He was presented with the award on Thursday, March 21st, at the HNBA Corporate Counsel Conference in Albuquerque, NM.

-- Crain's New York Business named Jones Day's Corinne Ball to the publication's second annual list of Notable Women in Law. This recognition celebrates attorneys who have impacted New York City in major ways. It honors the achievements of the brightest and boldest legal minds; those with both distinguished careers and exceptional civic and philanthropic activities.

-- Nicholas E. Rodriguez, a partner in Jones Day's M&A Practice, was the sole winner of Lexology's 2019 Client Choice Award for M&A in Florida. Mr. Rodriguez's work focuses on representing private and public companies and private equity funds in complex domestic and cross-border M&A transactions throughout Latin America and Europe. Mr. Rodriguez was selected for the award based on outstanding client reviews for providing the highest quality of legal advice and exceptional client care and adding real value to clients' businesses above and beyond other players in the market. Law firm partners are considered for these awards only if they are nominated by senior corporate counsel.

-- Marta Delgado Echevarría and Mercedes Fernández, partners in Jones Day's Madrid Office, were among the winners of the Iberian Lawyer's InspiraLaw Award for 2019. The InspiraLaw Award recognizes the 50 most inspiring women lawyers in Spain and Portugal. Winners are chosen for their technical expertise, leadership skills, problem-solving ability, work ethic, communication skills, commitment to client service, and industry knowledge.

2018

-- Marjorie Duffy, a partner in Jones Day's Columbus Office, was among the professionals honored by Columbus Business First in its 2018 "40 Under 40" list. The list honors 40 "movers and shakers" in the Central Ohio community who are making a substantial impact on the region based on their career achievements and community contributions.

-- Jones Day Atlanta partner, Rick Deane, was named to Savoy Magazine's list of the Most Influential Black Lawyers for 2018. The list is comprised of, "African-American men and women who have been recognized for their legal leadership and expertise."

-- Jones Day partner Yvette McGee Brown was honored by the NCAA with the 2018 "Lawyers and Legends" award during the Women's Basketball Championship game in Columbus, Ohio on April 1, 2018.

-- Rasha Gerges Shields, a partner in Jones Day's LA office, received the California Minority Council Program's "Deborah J. Broyles Law Firm Diversity Leader Award" at the CMCP's 2018 conference in San Francisco on October 12, 2018. The annual award is presented to an individual who has demonstrated "strong leadership qualities and significant achievements in promoting diversity at his/her firm" and a personal commitment to the letter and spirit of CMCP's mission of diversifying the bar."

