

Nixon Peabody LLP

2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Albany, New York; Boston, Massachusetts; Buffalo, New York; Chicago, Illinois; Long Island, New York; Los Angeles, California; Manchester, New Hampshire; New York, New York; Providence, Rhode Island; Raleigh, North Carolina; Rochester, New York; San Francisco, California; Washington, D.C.; Hong Kong, China; London, England; Shanghai, China

DIVERSITY LEADERSHIP

Head(s) of Firm: Andrew Glincher, CEO and Managing Partner

Diversity team leader(s): Andrew Glincher, CEO and Managing Partner and Rekha Chiruvolu, Director of Diversity and Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	638	631
U.S. offices only	637	630

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2017)

	Men	Women
White/Caucasian	83	80
African-American/Black	6	6
Hispanic/Latino	6	7
Alaska Native/American Indian	0	0
Asian	9	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	5
Openly LGBTQ	5	6
Individuals with disabilities	3	1
Total	107	104

SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	9	5
African-American/Black	1	0
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	11	8

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	120	25
African-American/Black	1	0
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	4	1
Individuals with disabilities	4	0
Total	126	26

NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	96	41
African-American/Black	2	1
Hispanic/Latino	3	2
Alaska Native/American Indian	0	0
Asian	5	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	4	2
Individuals with disabilities	1	1
Total	109	50

OF COUNSEL (2017)

	Men	Women
White/Caucasian	70	23
African-American/Black	0	2
Hispanic/Latino	4	1
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	0
Openly LGBTQ	2	0
Individuals with disabilities	4	1
Total	81	27

NEW HIRES (2017)

	Men	Women
White/Caucasian	25	26
African-American/Black	1	0
Hispanic/Latino	1	4
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	0	2
Individuals with disabilities	0	0
Total	31	34

Strategic Plan and Diversity Leadership

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

Nixon Peabody's leadership communicates the importance of diversity and inclusion to everyone at the firm through various means. Ad-hoc diversity updates and success stories are communicated to the firm through regular emails. Diversity & Inclusion-related stories, initiatives and programming are also shared through "The Reporter", the firm's internal newsletter. In addition, the hours attorneys spend on diversity related activities appear daily on each attorney's dashboard.

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

Our Director of Diversity & Inclusion and firm Management Committee share primary responsibility for leading diversity initiatives at the firm.

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: 13

Total hours spent on diversity: 650

Comments: Each attorney is asked to spend approximately 40 hours a year on diversity initiatives.

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 firm management committee and diversity committee set goals quarterly for metrics such as attorney participation in diversity initiatives and improving the professional development of our diverse talent.

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			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			Focus on strengthening firm's mentoring program for minority attorneys
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



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			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.

[No response]



Recruitment - New Associates

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

Ivy League schools: Cornell University

Other private schools: Fordham University School of Law; Northwestern University School of Law; Notre Dame Law School; Syracuse University School of Law; Vanderbilt; Hofstra University; Albany Law School; Cardozo; Loyola Chicago

Public state schools: SUNY Buffalo School of Law; University of Michigan Law School;

Historically Black Colleges and Universities (HBCUs): Howard University

Diversity job fairs: Lavender Law Career Fair, Monroe County Diversity Career Fair; LGBT Legal Career Fair (NYC)

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?

LCLD Scholarship Program and 1L Monroe County Bar Diversity Program



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	7	5
African-American/Black	1	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	8	7

OFFERS MADE* (2017)

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

	Men	Women
White/Caucasian	7	4
African-American/Black	1	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	8	6

OFFERS ACCEPTED* (2017)

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

	Men	Women
White/Caucasian	7	3
African-American/Black	1	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	8	5

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	0	0
African-American/Black	0	0
Hispanic/Latino	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	0	0
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2017)

	Men	Women
White/Caucasian	11	13
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	1
Individuals with disabilities	0	0
Total	12	16

LATERAL OF COUNSEL HIRES (2017)

	Men	Women
White/Caucasian	4	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	6	4

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

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

NEW PARTNERS PROMOTED* (2017)

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

	Men	Women
White/Caucasian	6	6
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	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	7	7

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

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

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:

Atticus Recruiting; Lippman Jungers; Swan Legal Search



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	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	0	0
Total	0	0

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	2
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	2	4

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

7TH-YEAR ASSOCIATES

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

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	7	8
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	2	1
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	9	11

OF COUNSEL

	Men	Women
White/Caucasian	8	4
African-American/Black	0	0
Hispanic/Latino	1	1
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	10	5

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	9	4
African-American/Black	1	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	0	0
Individuals with disabilities	0	0
Total	10	7

EQUITY PARTNERS

	Men	Women
White/Caucasian	5	1
African-American/Black	0	0
Hispanic/Latino	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	0	0
Total	5	1

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

Comments:

Our policy is open to all eligible attorneys. Both male and female attorneys have been approved to work a part-time or a flexible work schedule.

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?

Part time work schedules do not impact NP attorneys' ability to make partner, or remain a partner. The firm regularly promotes part time attorneys to partner. Many NP partners currently work part-time schedules.

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

There are several but we do not track.



Retention and Professional Development

PART-TIME ATTORNEYS (2017)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	3	3	211
Of counsel	27	10	37	108
Non-equity partner	2	9	11	159
Equity partner	0	0	0	152



Management Demographic Profile

FIRMWIDE COMMITTEES 2017

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	15	4
African-American/Black	0	0
Hispanic/Latino	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	0	0
Total	15	4

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	37	23
African-American/Black	2	1
Hispanic/Latino	2	1
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	4	0
Individuals with disabilities	1	0
Total	44	29

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	9	4
African-American/Black	0	0
Hispanic/Latino	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	0	0
Total	9	4

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	4	6
African-American/Black	1	0
Hispanic/Latino	1	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	1	0
Total	6	7

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

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

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	12	23	28
Number of such positions held by:			
Minorities	0	1	5
Women	3	2	13
LGBTQ attorneys	2	0	1
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? 13

Minorities heading offices: None

Women heading offices: Martha Anderson, Buffalo (15); Colette Dafeo, Washington DC (78); Ruth Silman, Boston (127)

LGBTQ attorneys heading offices: Thomas Gaynor, San Francisco (55); Seth Levy, Los Angeles (51)

Individuals with disabilities heading offices: None

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Joseph Ortego, Commercial Litigation NY State (60)

Women heading practices: Evelyn Moreno, Private Clients (78); Denise Pursley, Real Estate (55)

LGBTQ attorneys heading practices: None

Individuals with disabilities heading practices: None

COMMITTEE LEADERS

Minorities heading committees: Sheldon Smith, Diversity Committee (12); Pierce Han, Associates Council Committee (25); Samera Ludwig, Diversity Committee (12); Sonal Nayak, Los Angeles Recruiting Committee (3); Joseph Ortego, Diversity Committee (12)

Women heading committees: Kelly Babson, Diversity Committee (12); Stephanie Caffera, Law Firm Conduct Committee (16); Stacie Collier, Professional Personal Committee (13); Elizabeth Davis, Chicago Recruiting (14); Emily Harlan, Washington DC Recruiting (11); Jessica Jewell, Associates Counsel Committee (25); Jennifer Kirkpatrick, Diversity Committee (12); Samera Ludwig, Diversity Committee (12); Evelyn Moreno Boston Recruiting Committee (6); Sonal Nayak, Los Angeles Recruiting Committee (3); Stephanie Seiffert, Diversity Committee (12); Julie Seymour, Diversity Committee (12); Stacey Slater, Pro Bono Committee (33)

LGBTQ attorneys heading committees: Robert Christmas, New York Recruiting Committee (12) and Diversity Committee (12)

Individuals with disabilities heading committees: None



The Firm Says

At Nixon Peabody, our mission is to attract, retain and promote to partnership and leadership positions talented individuals with exceptional abilities from a broad range of genders, racial, ethnic, social, economic and personal backgrounds and sexual orientations, and to create an open and inclusive culture within the firm. Our diversity goals include a commitment to develop new, innovative programs to promote inclusion throughout our organization to build upon our existing diversity and inclusion initiatives and improve the retention and promotion of our diverse attorneys. This directly connects to our long term goal of increasing the number of minority attorneys throughout our partnership ranks and increasing the total number of female partners and women in practice management. In an effort to achieve our diversity and inclusion goals, Nixon Peabody has a full time Diversity & Inclusion professional to manage our diversity and inclusion initiative. Our D&I Director is building upon our existing diversity and inclusion initiatives and developing new approaches to achieve the firm's goal of becoming a national leader in workplace diversity and inclusion. In addition to working with the firm's five resource groups (Women's, African American, Hispanic, Asian American, and LGBTQA) to help implement both the firm's strategic goals and each resource group's strategic plan, our D&I Director is working with our firm leaders, and our recruiting, professional development, and business development teams to further our goal of being a truly diverse and inclusive firm.

Once new members join Nixon Peabody, the firm's Diversity and Inclusion Initiative plays an active role in their success. The firm has adopted human resources policies and programs that support the diverse lives of our professionals and staff (e.g., benefits for domestic or same-sex spouses, flexible work arrangements, center-based backup child care services). The firm also offers professional development programs for all associates, which ensure our attorneys are provided with the opportunity to participate in meaningful work and develop their substantive skills. Our resource groups also provide African-American; Asian-American; Hispanic; lesbian, gay, bisexual, transgender, queer, and allies (LGBTQA); and women employees with additional support networks. Practice group leaders are also given "toolkits," which provide tangible tips for achieving our objectives in recruitment, retention, and promotion of diverse personnel. Our firm also instituted mandatory diversity and inclusion training for all attorneys and staff focusing on unconscious bias.

When attorneys depart the firm, their exit interviews are reviewed by the firm's management committee to gain a better understanding of the attorneys' reasons for leaving the firm and to identify any issues that need to be addressed internally. It also helps us improve our policies and implement new programming designed towards improving attorney retention.

Last year, Nixon Peabody launched two new programs designed to identify law students from diverse backgrounds and connect them with practical, hands-on guidance from partners and associates with a broad range of experience.

- The Diverse Scholars Boot Camp offers students a glimpse into private law firm practice, providing interactive activities, networking opportunities, and panel and group discussions addressing the challenges new associates may encounter in a law firm or an in-house legal environment.
- The Scholars Program, a paid internship for second- and third-year law students from diverse backgrounds, provides future attorneys with substantive experience at an AmLaw 100 law firm. The firm kicked off the internship program last year in Nixon Peabody's Washington, DC office, and has since expanded it to offices in Boston, Chicago, Los Angeles and San Francisco.

NP's Diversity and Inclusion Initiative also encourages participation in community organizations and pro bono matters that support diversity and inclusion. We also build a pipeline of minority applicants by sponsoring legal internships and attending multiple diversity job fairs across the country. The connections we have made in our outreach efforts and our focus on diversity recruiting have attracted many talented diverse attorneys.

The Diversity Challenge is a key component of Nixon Peabody's Diversity Initiative. Launched in July 2010, the Diversity Challenge is a commitment from a broad cross-section of the firm's personnel to take specific action in the interest of promoting diversity and inclusion at the firm. Each attorney is "challenged" to devote 40 hours annually to a diversity initiative, activity, or event. Hours are tracked through time sheets and count toward the lawyer's non-billable commitment to the firm. Although the hours are voluntary, they are factored in during yearly compensation reviews as part of an attorney's overall contributions to the firm. To keep diversity issues "front and center," when an attorney logs onto the firm's system, that individual's Financial Dashboard illustrates their billable hours to date as well as the hours that they have billed to the Diversity Challenge. The Diversity Challenge is a continual reminder that our attorneys must challenge themselves to be a more inclusive firm that provides equal opportunities for everyone.

Recognition:

- Boston University School of Law's Black Law Students Association (BLSA) named Nixon Peabody as its 2018 Law Firm of the Year, recognizing the firm's "exceptional commitment to increasing diversity."
- 2017 Human Rights Campaign's (HRC) Corporate Equality Index for the eleventh consecutive year. Highest rating (100%) on lesbian, gay, bisexual, and transgender (LGBT) equality in corporate America. Also named to the HRC's 2017 "Best Places to Work For LGBT Equality" list.
- 2016 Equality Illinois (EQIL). Specified as one of the top Illinois firms for LGBT diversity and inclusive practices.
- 2016 Rosoff Award. Recognized NP in the "Consumer Goods & Services" category for our continuing commitment to promoting diversity and inclusion within the firm and the wider legal community. Nixon Peabody was previously recognized with a Rosoff Award in the "Diversity Initiative: Internal" category for our firmwide "Diversity Challenge" program, which focuses on driving diverse recruiting and retention. The program challenges each attorney to devote 40 hours annually to a diversity initiative or activity.
- LGBT Advocacy Award from the American Civil Liberties Union (ACLU) of Southern California (2014)
- Equality Illinois (EQIL). Specified as one of the top Illinois firms for LGBT diversity and inclusive (2015)
- Chambers: Women in Law - Most Innovative Gender Initiative Award Finalist (2013)

While we are proud of our diversity record, we know our actions going forward are the more important story. Through continuous attention to recruitment, training, mentoring and inclusive policies we will achieve our goal of becoming a national leader in workplace diversity in the future.

