

Arent Fox LLP

2018 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Washington, DC, Los Angeles, CA, San Francisco, CA, New York, NY

DIVERSITY LEADERSHIP

Head(s) of Firm: Mark M. Katz, Chair

Diversity team leader(s): N. Christopher Norton, Chief Diversity Officer

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2017
Firmwide	365	363
U.S. offices only	365	363

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2017)

	Men	Women
White/Caucasian	41	39
African-American/Black	5	7
Hispanic/Latino	7	5
Alaska Native/American Indian	0	0
Asian	12	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	7	0
Individuals with disabilities	0	0
Total	67	63

SUMMER ASSOCIATES (2017)

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

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	72	20
African-American/Black	3	0
Hispanic/Latino	1	2
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	0
Individuals with disabilities	0	0
Total	77	23

NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	42	18
African-American/Black	1	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	46	19

OF COUNSEL (2017)

	Men	Women
White/Caucasian	38	22
African-American/Black	2	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	4	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	3	0
Individuals with disabilities	0	0
Total	46	27

NEW HIRES (2017)

	Men	Women
White/Caucasian	22	11
African-American/Black	4	1
Hispanic/Latino	5	3
Alaska Native/American Indian	0	0
Asian	6	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	38	23

Strategic Plan and Diversity Leadership

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

Diversity and Inclusion at Arent Fox is designated and publicized as one of the firm's 5 core values. This core value is communicated internally and externally through a variety of avenues, including e-mail announcements, press releases, the firm's website, policy statements and support of diversity related initiatives.

Arent Fox posts a Diversity Fact Sheet on its website/diversity page. This fact sheet provides a brief overview of the primary diversity and inclusion initiatives for various attorney populations at the firm including women, LGBTQ and culturally diverse attorneys. National awards and rankings are also highlighted. It is also presented to each attorney/law student candidate who is being considered for employment at the firm.

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

N. Christopher Norton, Chief Diversity Officer

Does your law firm currently have a diversity committee?

Yes

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

Yes

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

Total attorneys on committee: 15

Total hours spent on diversity: [No response]

Comments: Arent Fox does not track hours spent by Diversity and Inclusion Committee members on diversity and inclusion 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?

Arent Fox has formal diversity initiatives approved by the firm's Executive Committee. The primary goals of the Diversity and Inclusion Committee are to recruit, retain and promote lawyers of color, women and LGBTQ lawyers, and to ensure that adequate firm resources are dedicated to their training, mentoring, coaching and business development. The Diversity and Inclusion Committee's budget is strategically designed to achieve these primary goals.

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

Twice a year

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

The firm does not have a formal schedule for reviewing diversity results. However, the firm provides detailed information about its diversity efforts to several diversity surveys, questionnaires, scorecards and client Requests for Proposals (RFP's) in which it participates throughout each year. The firm's progress is evaluated and assessed regularly as each of the above mentioned documents must be reviewed by the firm's Executive Committee before it is finalized.

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 diversity training for all attorneys and staff
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		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.

Beginning in 1999, the Firm undertook a Partnership in Education with Randle Highlands School, a Washington, DC public school in the southeast section of the city. The firm has provided much needed support and financial assistance for this under-funded elementary school. This program allows attorneys and staff to work together, encouraging a greater spirit of community both within the Firm and in our home city of Washington, DC.

High School: Since 2009, the NY office of Arent Fox entered into a partnership with Legal Outreach as a Diversity Pipeline Sponsor. Through Legal Outreach, the firm provides summer training to four high school students from the New York City public school system. Legal Outreach prepares urban youth from underserved communities to compete at high school academic levels, using law to attract students to academic programs that inspire and motivate them to strive for academic success.

Arent Fox organizes and runs an annual city-wide Geoplunge Challenge tournament for elementary and middle school students aimed at improving education in the local schools. Geoplunge is an award winning geography game created by Arent Fox partner, Alan Fishel.



Recruitment - New Associates

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

Ivy League schools: Penn, Columbia

Other private schools: Georgetown, George Washington, Fordham, NYU, Brooklyn Law School, USC, Loyola

Public state schools: University of Virginia, University of Maryland, George Mason University, UCLA

Historically Black Colleges and Universities (HBCUs): Howard

Diversity job fairs: None

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?

Since 2006, Arent Fox has offered a Diversity Scholarship to three first year law students who identify themselves as a minority. The firm awards one scholarship for each of its three offices: DC, NY, LA. Candidates are asked to submit a resume, academic credentials and a personal statement. In 2016, we opened the program up to second year law students and increased the amount of the scholarship to \$20,000. In 2018, the firm will add a scholarship recipient in the SF office in addition to recipients in DC, NY & LA. Scholarship candidates are considered for a summer associate position and are evaluated based on the same criteria as other candidates for the firm's summer associate program.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	2	2
African-American/Black	1	2
Hispanic/Latino	0	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	3	5

OFFERS MADE* (2017)

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

	Men	Women
White/Caucasian	2	1
African-American/Black	1	2
Hispanic/Latino	0	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	3	4

OFFERS ACCEPTED* (2017)

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

	Men	Women
White/Caucasian	2	1
African-American/Black	1	2
Hispanic/Latino	0	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	3	4

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	7	3
African-American/Black	2	1
Hispanic/Latino	4	3
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	16	10

LATERAL OF COUNSEL HIRES (2017)

	Men	Women
White/Caucasian	12	6
African-American/Black	1	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	4	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with disabilities	0	0
Total	18	11

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

	Men	Women
White/Caucasian	3	2
African-American/Black	1	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	4	2

NEW PARTNERS PROMOTED* (2017)

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

	Men	Women
White/Caucasian	4	2
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	1	0
Individuals with disabilities	0	0
Total	4	2

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	5	4
African-American/Black	1	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	6	4

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:

Marina Sirras & Associates, VoyLegal, Diamond Legal, North, Berman & Beebe, Matura Farrington, Momentum



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	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	1	0

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	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	2	1

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	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	2	0

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	2
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	0
Openly LGBTQ	1	0
Individuals with disabilities	0	0
Total	3	3

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	1	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	2	0

Retention and Professional Development

*ATTORNEYS WHO LEFT THE FIRM IN 2017***7TH-YEAR ASSOCIATES**

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

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	1	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	1	0

OF COUNSEL

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

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	6	3
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	0
Individuals with disabilities	0	0
Total	6	4

EQUITY PARTNERS

	Men	Women
White/Caucasian	6	2
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	6	2

Retention and Professional Development

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

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

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

Yes

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

Part-time arrangements have no impact on partnership consideration.

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

[No response]



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	124
Of counsel	8	10	18	74
Non-equity partner	8	4	12	65
Equity partner	0	0	0	100



Management Demographic Profile

FIRMWIDE COMMITTEES 2017

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	10	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	0
Individuals with disabilities	0	0
Total	10	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	4	2
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	0
Individuals with disabilities	0	0
Total	4	3

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

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

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	7	2
African-American/Black	2	3
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with disabilities	0	0
Total	9	6

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	4	17	12
Number of such positions held by:			
Minorities	1	2	n/a
Women	1	5	n/a
LGBTQ attorneys	0	0	n/a
Individuals with disabilities	0	0	n/a

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? 4

Minorities heading offices: Cristina Carvalho, Firm wide Managing Partner

Women heading offices: Cristina Carvalho, Firm wide Managing Partner

LGBTQ attorneys heading offices: [No response]

Individuals with disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Ricardo Fischer, Trademark; Quana Jew, ERISA/Tax/T&E

Women heading practices: Quana Jew, ERISA/Tax/T&E; Carla Feldman, Employment/OSHA; Sarah Bruno, Cybersecurity; Kay Georgi, International Trade; Stephanie Trunk, Health

LGBTQ attorneys heading practices: [No response]

Individuals with disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

LGBTQ attorneys heading committees: Chris Norton, Diversity Committee

Individuals with disabilities heading committees: [No response]



The Firm Says

For more than a decade, Arent Fox has had a Diversity and Inclusion Committee comprised of many members of the senior management team. This Committee's goals are to recruit, retain, and promote lawyers of color, women, and LGBTQ lawyers, while ensuring that firm resources are dedicated for training, mentoring and business development. Arent Fox has made great strides in diversity and inclusion initiatives. This success can be attributed to increased formal involvement and collaboration by firm leadership, including the Executive Committee, a newly minted Managing Partner, our Department Managers, our Practice Group Leaders and our Marketing and Business Development and Professional Development teams. We have launched a number of exciting new initiatives intended to address the primary goal of retaining and promoting our diverse lawyers. Our talent pipeline remains strong, but we all recognize that further retention and promotion activities will create a positive self-reinforcing cycle for recruitment and will enhance our ability to generate high quality legal matters and deliver first in class service. Here are the highlights of our most recent internal diversity and inclusion initiatives.

Female Managing Partner for Arent Fox LLP. Arent Fox LLP selected Cristina A. Carvalho as firm-wide Managing Partner. Based in the Washington, DC office, Ms. Carvalho is the first woman to hold the position at Arent Fox. As Managing Partner, Ms. Carvalho is currently serving a three-year term that began January 1, 2016. In her role, Ms. Carvalho will help drive Arent Fox's continued growth and dedication to exceptional legal work, promote an inclusive environment where diverse talents can succeed, and ensure the firm remains a leader in the private bar's public service efforts. A native of Brazil, where she practiced law for seven years before coming to the United States, Ms. Carvalho began her career at Arent Fox as an associate in 1997. Ms. Carvalho is dedicated to diversity and inclusion, attorney development and marketing and business development, and has introduced a broad range of initiatives intersecting these umbrellas.

Strategic Initiatives Following Diversity Consultant Engagement. Arent Fox engaged Hewlett Consulting Partners to conduct a baseline study of our attorney experience with respect to diversity and inclusion. The results of this study inform the firm and its leaders about real and perceived barriers to success and allow us to more effectively enhance our recruitment talent practices, mentorship, training, development and management. Our new direction is to refocus energy on programs that support our diverse lawyers' retention and promotion. The Hewlett project has shaped many of the new initiatives we are highlighting here, including the appointment of our first Chief Diversity Officer, as well as the launch of the Associate Development Committee and the Minority Attorney Group.

Chief Diversity Officer for Arent Fox LLP. Arent Fox has named partner N. Christopher Norton as Chief Diversity Officer to develop, support, and help implement the policies, programs and process to facilitate the firm's mission to create and sustain a diverse and inclusive workplace. Chris is working in conjunction with the Managing Partner and designated lieutenants Darrell Gay in New York and Jenny Terry in California.

Associate Development Committee. The Associate Development Committee (ADC) is a recently formed firm wide committee that oversees associate development with a special emphasis on supporting the development of diverse groups. The ADC will focus on four key areas: issues relating to feedback for associates, legal skills training, effective mentoring and business development training. The ADC is led by a veteran member of the firm's Executive Committee, and is working closely with the Diversity Officer, Associate Evaluation Committee and Practice Group Leaders, as well as directly with partners and associates. New ADC initiatives for 2018 include firm-wide implicit bias training, generational differences training, a leadership development program for senior associates, and a wellness training initiative.

Leadership Council on Legal Diversity/Fellows Program (LCLD). The Leadership Council on Legal Diversity is made up of more than 200 corporate chief legal officers and law firm chairs or managing partners who are working together to build a more open and diverse legal profession. A key mission and component of the organization is its fellows program—an ongoing intensive mentoring and business development program geared at pairing high potential diverse law firm attorneys with similar high potential general counsel at major corporations. The initial evaluation of business development opportunities in the fellowship program was quite significant. Moreover, after the completion of the fellowship year, fellows remain active alumni with continued access to the chief legal officers and law firm chairs and managing partners in the program. We select one fellow per year, providing a substantial pipeline initiative for the Firm. 2018 is our fifth year participating in this initiative. We've also expanded to participate in the LCLD Pathfinder Program, a new opportunity targeting 3-5th year associates, designed for diverse, high potential, early career attorneys. The goal of the Pathfinder Program is to provide practical tools for developing and leveraging professional networks through relationship building skills, foundational leadership skills and an understanding of career development strategies applicable to both in-house and law firm practice.

Mentoring. Arent Fox's lawyer mentor program is an essential investment in building the firm. The objective of our lawyer mentor program is to maximize the career development of our associates through guidance, support and coaching. The mentor program is structured to support our associate development efforts. The Associate Development Committee, along with the Chief Diversity Officer, is giving a special focus to the mentoring of our diverse lawyers to ensure they are getting the personalized support they need. We continue to leverage our mentor program by integrating mentoring efforts with associate development and evaluation, and by providing specific focus areas based on associate class level. Informal mentoring and the development of mentoring networks are also fostered. We designed our program with awareness that there is no one size fits all approach to mentoring. Our goal is to support a flexible, creative mentor program that works for each individual, including diverse associates.

Diversity Scholarship. In 2018, the firm will award a Diversity Scholarship to four minority law students, each of whom receives \$20,000 as well as a position in the firm's summer associate program. Since its inception in 2006, the firm has awarded 34 scholarships.

AF Affinity Groups. In addition to the two firm wide committees that focus on diversity and inclusion strategies and initiatives, the Diversity and Inclusion Committee and the Associate Development Committee, we have formed a number of supporting affinity groups, including AFMAG, AFWomen, OutFox, AFVets and Parent Fox. A description of the goals and activities of each follows.

AFMAG Minority Attorney Group. The Minority Attorney Group (MAG) mentors and supports minority and diverse attorneys in critical areas such as career and client development, pro bono initiatives, and promotion and retention. AFMAG is focusing on marketing and business development and has hosted networking tips and a rain maker panel discussion. Both programs allowed for approaches to networking to be shared as well as opportunities to put what they learned into practice with networking opportunities.

AF Women's Leadership Development Initiative. Arent Fox LLP advocates for women lawyers' leadership firm wide, across industries, and within our community. We aim to promote professional development and foster business connections. The firm is dedicated to promoting its women lawyers through the Women's Initiative, AFWomen. This commitment is reflected in the new "Pay It Forward" initiative where women lawyers are asked to take one small step to support a woman lawyer's career development.

OutFox LGBTQ Group. OutFox is a mentor program designed to help connect LGBTQ and allied lawyers, paralegals, and alumni at Arent Fox. OutFox works to foster a stronger professional and social network within the firm. The group meets periodically for social and networking events, serves as a sounding board for issues of interest or concern to LGBTQ employees, works to integrate new employees, and looks for opportunities to increase the firm's visibility within the LGBTQ legal community.

AFVets. This initiative pays tribute to the men and women who have served their country and the Arent Fox attorneys and staff that volunteered during times of war. As part of this initiative, we will continue advocating for our veterans, both at the firm and in our community. To that end, AFVets will meet regularly to plan professional development events, organize networking and social activities, and discuss pro bono and other charitable-giving opportunities. By helping to connect veterans and allied lawyers, paralegals, alumni and clients, our goal for AFVets is to foster a stronger professional and social network within the firm.

Parent Fox. The Arent Fox parents' group is a place where attorneys come together and unabashedly talk about their kids. Every other month, Parent Fox meets over lunch to discuss topics of interest – from helpful resources like camp or family-friendly vacation ideas, to interesting books or articles on raising kids or juggling professional and family demands. The group is open to mothers, fathers, other very vested relatives of kids, guardians and those who think they might one day like to be any of the above.

