

# Epstein Becker & Green, P.C.

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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[www.ebglaw.com](http://www.ebglaw.com)

### LOCATIONS

Baltimore, MD; Boston, MA; Chicago, IL; Detroit, MI; Houston, TX; Los Angeles, CA; Nashville, TN; New York, NY; Newark, NJ; Princeton, NJ; San Francisco, CA; St. Petersburg, FL; Stamford, CT; Washington, DC

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Mark Lutes, Chairman; James Flynn, Managing Director

**Diversity team leader(s):** Carrie Valiant, Member of the Firm

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	272	273
U.S. offices only	272	273

### Law Firm Demographic Profile

#### Does your firm have more than one tier of partnership?

Yes

#### ASSOCIATES (2018)

	Men	Women
White/Caucasian	30	40
African-American/Black	4	3
Hispanic/Latinx	0	5
Alaska Native/American Indian	0	0
Asian	3	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	4
Openly LGBTQ	1	0
Individuals with Disabilities	2	0
<b>Total</b>	<b>37</b>	<b>60</b>

#### SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
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
<b>Total</b>	<b>3</b>	<b>5</b>

Our Firm does not track data from the categories with no information

#### EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	42	9
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	1	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	1	0
<b>Total</b>	<b>47</b>	<b>10</b>

#### NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	43	31
African-American/Black	0	0
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	2
Individuals with Disabilities	0	1
<b>Total</b>	<b>48</b>	<b>34</b>

#### OF COUNSEL (2018)

	Men	Women
White/Caucasian	15	16
African-American/Black	1	2
Hispanic/Latinx	1	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
<b>Total</b>	<b>17</b>	<b>20</b>

#### NEW HIRES (2018)

	Men	Women
White/Caucasian	14	15
African-American/Black	2	1
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>19</b>	<b>20</b>

## Strategic Plan and Diversity Leadership

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

The Chair of the EBG's Diversity and Professional Development (D&PD) Committee and the firm's marketing team distribute press releases informing our clients and employees of the diversity honors and accolades that the Firm receives. The firm communicates its diversity efforts internally and externally through its published annual report/brochure. The report/brochure showcases highlights of EBG's diversity initiatives and can be accessed on the firm's website ([www.ebglaw.com](http://www.ebglaw.com)) under "About the Firm."

EBG celebrates National Diversity Awareness Month annually in October through a series of firm-wide events that provide employees with a better understanding of the benefits of a diverse workplace. EBG's Human Resources and Marketing Department and Office Administrators work with the Chair of the firm's Board of Directors to encourage participation in the planned events.

In addition to the Diversity Awareness Month, the D&PD Committee distributes email communications to all employees throughout the year acknowledging holidays that embraces diversity and ethnicity such as Martin Luther King, Jr. Holiday, African American History Month, National Women's History Month, Asian American and Pacific Islander Heritage Month, Lesbian, Gay, Bisexual and Transgender (LGBT) Pride Month, National Hispanic Heritage Month, National Disability Employment Awareness Month, National American Indian Heritage Month and Veterans Holiday.

The D&PD Committee is responsible for posting on the firm's webpage diversity initiatives, firm's affinity groups, community outreach efforts and diversity awards and recognitions.

Through EBG's Minority Attorneys Forum, Women's Initiative Group and LGBT Outreach, the firm also provides events for minority professionals, which include roundtable discussions centered on growth and business development.

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

Carrie Valiant — Chair of Diversity and Professional Development Committee

### Does your law firm currently have a diversity committee?

Yes

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

Yes

### If yes, how many attorneys are on the committee, and in 2018, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 12

Total hours spent on diversity: 2958

Comments: These hours include attorneys on the Diversity & Professional Development Committee and the full-time Diversity Manager.

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

Yes

### If yes or partially, please explain.

The Diversity & Professional Development (D&PD) Committee reports directly to the Board of Directors. The Board supports and approves D&PD Committee initiatives and programs.

### 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?

Every two months

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

The Diversity and Professional Development Committee (D&PD) is responsible for providing a status report of its activities, retention and recruitment efforts to the Board of Directors that meet every other month. The D&PD committee meets regularly to discuss the diversity initiatives and best practices and to set goals and assess progress within the goals that have been set. A policy document entitled "Committee Member Responsibilities" is in place to ensure that each committee member has a "commitment to the mission" of the Diversity Committee — that is, enhancing diversity and professional development. The chair of the Diversity Committee is responsible for overseeing the Diversity Committee's actions and the firm's efforts overall. Under the committee's leadership, the firm has actively supported bar associations and other efforts to improve minority educational and bar examination outcomes and to increase the number of minorities who complete law school and continue to practice law. The D&PD Committee reports directly to the Board of Directors, where its work is monitored throughout the year. The D&PD Committee is responsible for providing the Board with recommendations on increasing the firm's efforts to provide employment and advancement opportunities for women, minorities, and persons from other traditionally excluded groups.

### 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 mandatory diversity training for all attorneys and staff annually
X			Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
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
X			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



Law Firm Diversity Initiatives

**INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS**

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
	X		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		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		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.**

The EBG office is a corporate sponsor to the Don Bosco Cristo Rey High School Corporate Work Study Program. Students receive entry-level job training and real-world job experience which allows them to earn a portion of the cost of their education. Participation in the program aids low-income families and prepares predominantly minority students for college and a professional career.

Since 2008, the Washington, DC office of EBG has partnered with Langley Education Campus, a preschool through fifth grade STEM school. Each year since forming the partnership, EBG's staff and attorneys have participated in many projects with the school, receiving the Outstanding Achievement Award in the field of Public Education from the Washington Lawyers Committee in June 2010.

The DC office hosted a Future Lawyers Program for college students who were interested in pursuing a legal career. Students got a chance to interact with summer and junior associates and met with law school career counselors.

The Newark, NJ office host a week-program for NJ Leep students. This organization helps students graduate from high school, attend and graduate from colleges, and begin their careers. The program serves low-income, college-bound students, in grades 9-12 from more than 20 public, private, and charter schools across the greater Newark area, who are the first in their family to go to college and earned a college degree.

The New York office is a participant in Street Law's Corporate Legal Diversity Pipeline Program. As a component of the Pipeline Program, students receive training by a legal and/or corporate partner at their schools on certain legal topics selected by the program (this time, contract law, employment law, and immigration/asylum), as well as an "on-site" half-day program that exposes them to concepts of practical law in these areas.

Chicago office participates in mock interview workshops for undergraduates sponsored by the Association of Corporate Counsel.





### Recruitment - New Associates

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

*Ivy League law schools:* Columbia Law School; Cornell University; University of Pennsylvania

*Other private law schools:* American University; Belmont University College of Law; Boston College; Boston University; Brooklyn Law School; Benjamin Cardozo School of Law; Case Western University; Catholic University; Duke University; Emory; Fordham University; George Washington University; Georgetown University; Hofstra Law; Loyola University Chicago School of Law; Loyola Law School Los Angeles; New York Law School; New York University; Northwestern University; Pepperdine University School of Law; Rutgers School of Law; Seton Hall University; St. John's University; Southwestern Law School; Stanford Law School; Syracuse; University of Chicago; University of Southern California Gould School of Law; Vanderbilt; Washington and Lee University; Washington University St. Louis School of Law

*Public state law schools:* George Mason University; Georgia State University; Penn State Law; St. Louis University; University of California, Berkeley School of Law; University of California, Hastings College of Law; University of California, Irvine; University of California, Los Angeles; University of Georgia; University of Houston; University of Maryland; University of Michigan; University of Pittsburgh; University of Texas/Texas Law; University of Virginia; William and Mary

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

*Diversity job fairs:* The firm participates in local diversity job fairs and recruitment programs

#### 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?

1L Pipeline Program — Law students who participate in the program get exposure to the core practice areas of the firm through subject-specific seminars, "real projects," and "real-life experiences" that junior attorney at the firm encounter. These law students are also given the opportunity to earn placement as a 2L the follow year in the firm's Summer Associate Program.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
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
<b>Total</b>	<b>3</b>	<b>5</b>

Our Firm does not track data from the categories with no information.

#### OFFERS ACCEPTED\* (2018)

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

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
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
<b>Total</b>	<b>3</b>	<b>5</b>

Our Firm does not track data from the categories with no information.

#### OFFERS MADE\* (2018)

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

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
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
<b>Total</b>	<b>3</b>	<b>5</b>

Our Firm does not track data from the categories with no information.

#### NEITHER ACCEPTED NOR DECLINED (2018)

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

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

Our Firm does not track data from the categories with no information.

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	8	5
African-American/Black	0	0
Hispanic/Latinx	1	2
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
<b>Total</b>	<b>9</b>	<b>8</b>

#### LATERAL OF COUNSEL HIRES (2018)

	Men	Women
White/Caucasian	1	3
African-American/Black	0	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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>3</b>

#### LATERAL PARTNER HIRES\* (2018)

\* Both equity and non-equity

	Men	Women
White/Caucasian	3	4
African-American/Black	0	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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>4</b>

#### NEW PARTNERS PROMOTED\* (2018)

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

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

#### NEW EQUITY PARTNERS\* (2018)

\* Whether hired laterally or promoted from within

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

### 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	0	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>0</b>	<b>1</b>

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latinx	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
<b>Total</b>	<b>1</b>	<b>1</b>

##### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	1	0
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
<b>Total</b>	<b>1</b>	<b>1</b>

##### 4TH-YEAR ASSOCIATES

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

##### 5TH-YEAR ASSOCIATES

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

##### 6TH-YEAR ASSOCIATES

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

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 7TH-YEAR ASSOCIATES

	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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>1</b>

##### 8TH-YEAR PLUS ASSOCIATES

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

##### OF COUNSEL

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

##### NON-EQUITY PARTNERS

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

##### EQUITY PARTNERS

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

### Retention and Professional Development

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

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

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

Yes

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

None

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

6



### Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	8	9	97
Of counsel	2	4	6	37
Non-equity partner	1	2	3	82
Equity partner	0	0	0	57





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2018

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	9	3
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>3</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	9	8
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>12</b>	<b>9</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	4	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>2</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	11	4
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>11</b>	<b>5</b>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

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

## Management Demographic Profile

## OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	10	5	11
Number of such positions held by:			
Minorities	1	0	0
Women	3	1	6
LGBTQ attorneys	0	0	0
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?

Minorities heading offices: Anjali, Washington, DC (63)

Women heading offices: Anjali, Washington, DC (63); Wendy, New York, NY (102); Denise, Newark, NJ (37)

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

## PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: 0

Women heading practices: Susan, New York, NY (131)

LGBTQ attorneys heading practices: 0

Individuals with Disabilities heading practices: 0

## COMMITTEE LEADERS

Minorities heading committees: 0

Women heading committees: Carrie, Diversity & Professional Development (12); Carrie, Pro Bono (3); Susan, Diversity & Professional Development (12); Lynn, Finance (11); Patricia, Quality Assurance (12); Patricia, Privacy & Security Compliance (2)

LGBTQ attorneys heading committees: 0

Individuals with Disabilities heading committees: 0



### The Firm Says

For more than 40 years, we have taken pride in being "a law firm with a lifetime commitment to diversity and inclusion." From our very early years, we have provided employment and advancement opportunities for women, minorities, and persons from other traditionally excluded groups. EBG's leadership have taken great care to mentor, develop, and promote the next generation of women and minority leaders to become equity partners and be involved in pitching new clients and working on prominent matters, and in various practice and office leadership roles. EBG's culture of advancing women and minorities remains strong and, as a result, women and minorities are represented at all leadership levels, including on the firm's board of directors, in senior management, on practice steering committee, and in key working groups.

EBG's mission is to provide opportunities for people based upon merit, regardless of background, and we continue to ensure that there are no barriers to equality of opportunity. EBG's diversity initiatives are designed to help create a more diverse attorney workforce by implementing sponsorship programs that promote inclusion, particularly with respect to women and minorities, both at the firm and throughout the legal profession.

We have a comprehensive strategy that puts into action our longstanding commitment to diversity and inclusion. Each individual is an integral part of the firm—from our first-year Associates to Members of the Firm. We offer an array of professional and business development courses through our EBG Academy program, leadership, and internal and external networking groups and forums for minority and women lawyers whose goal is to obtain leadership positions and become rainmakers.

The Firm's Women's Initiative (WI) program was developed more than a decade ago to help women advance their careers through business development training and networking events. Our WI, along with the firm's Diversity and Professional Development Committee, continues to look for ways to support our women attorneys and encourage them to interact and work together to strengthen and foster both internal and external relationships. To that end, the WI sponsored a number of exciting networking and social events in 2108 designated to provide attorneys with the platform to socialize with women executives and other legal professions. In 2015, Working Mother Magazine and Flextime Lawyers named EBG among the top "50 Best Law Firms for Women" for excellence in the areas of representation, flexibility, leadership, compensation, and advancement of women, as well as development and retention of women. EBG's firm leadership understands the importance of the WI program and will continue to support the WI's efforts to enhance the visibility of our women attorneys in the workplace.

At EBG, the promotion of diversity and inclusion in connection with the recruitment, retention, and advancement of our lawyers and staff members remains one of our highest priorities. We value individual difference and recognize that diversity invigorates our 14 offices, heightens our sensitivity, and allows for a more creative, nuanced, and sophisticated response to our clients' concerns and expectations. Cultivating our diverse workforce is a process that is always evolving, and we foster a work culture that promotes diversity within our recruiting, professional development, and ongoing communications. At present, EBG's management continues to evaluate the diversity within our leadership and client teams, as appropriate. This approach offers minority and women lawyers the opportunity to prospect from the mentoring available to them, to forge long-term relationships with clients and colleagues, and to work closely with other lawyers at the firm. The firm is proud to report that 32 percent of firm members and 45 percent of firm attorneys are women, and minorities make up to 34% of the entire firm, including 10 percent of firm members.

Additionally, EBG continues to actively support organizations such as:

- Asian American Legal Defense & Education Fund- District of Columbia Bar Association; President's Reception Benefactor- Hispanic Bar Association- Korean American Bar Association of Northern California- Lambda Legal- Legal Aid Society of District of Columbia- The LGBT Association of Greater New York- Mid-Atlantic Black Law Student Association- Metropolitan Black Bar Association- Minority Corporate Counsel Association- National LGBT Bar Association- National Employment Law Council- National Black Law Student Association, Northeast Region (NEBSA)- NJ Leep- Street Law- Washington Lawyers Committee

Epstein Becker Green is pleased that our policy of diversity and inclusion is regularly recognized by various organizations and publications. We are happy that our efforts are achieving notable results. For example, Epstein Becker Green:

- Law 360 "Glass Ceiling Report — Recognized as one of the best law firms for female attorneys, among more than 300 U.S. firms surveyed; Ranked in the top 20 in the category of firms with 150-299 lawyers in "Diversity Snapshot."

- Vault "Best Law Firms" 2019 — Ranked # 17 out of more than 200 law firm surveyed as Best Law Firms for Diversity — Diversity for Women.

- Human Rights Campaign's Corporate Equality Index — Received a top rating as one of the best places to work for lesbians, gays, bisexuals and transgender people.

- Working Mother + Flextime Lawyers "50 Best Law Firms for Women" — Named among the "50 Best Law firms for Women" for excellence in the areas of representation, flexibility, leadership, compensation, and advancement of women, as well as development and retention of women.

Epstein Becker Green supports a part-time policy and all attorneys who can request to be considered for part-time employment. Additionally, the firm offers health benefits for domestic partners and accommodations for individuals with disabilities.

