

ChIPs Honor Roll 2022

Best Practices for Diversity, Equity and Inclusion



ChIPs®

Advancing Women in Tech, Law & Policy

ChIPs Honor Roll 2022

Excellence in Gender Inclusion

Orrick

Perkins Coie LLP

WilmerHale

Excellence in Inclusion for All

Morgan, Lewis & Bokius LLP

Nixon Peabody LLP

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DEI Is An Action Verb

To some law firms, diversity, equity and inclusion is a check-the-box exercise, a compliance issue to be managed. Not so with the five ChIPs Honor Roll firms in this report. For them, DEI is a business imperative that drives their success and secures their future.

This is the sixth annual ChIPs Honor Roll, produced produced in partnership with Diversity Lab. It is based on Diversity Lab's unique Inclusion Blueprint outcomes, which scores top law firms on diversity representation, year-over-year progress, and, most significantly, inclusion practices and actions.

Our Honor Roll firms met and exceed many key inclusion benchmarks: They track progress and inclusion by intersectional identities; ensure equal access to succession planning; analyze pay equity and business generation factors that impact compensation; track non-billable or office hours to ensure fairness; and have a written process to appeal origination credit.

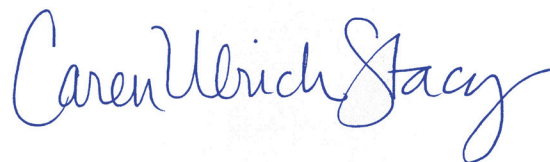
In past years, ChIPs Honor Roll focused on gender inclusion. This year, we've expanded to recognize excellence in two categories — gender inclusion and inclusion for all, including lawyers of color, lawyers with disabilities and LGBTQ+ lawyers.

Diversity is having a seat at the table. Equity ensures everyone can thrive. And inclusion is when every voice is heard.

The five Honor Roll law firms in these pages are role modeling the actions that others can learn from and providing inspiration to work towards even greater progress. It is our honor to recognize them.



Joan Toth
Executive Director
ChIPs Network



Caren Ulrich Stacy
CEO
Diversity Lab



Shelly Garko

Partner
Orrick



Orrick has been recognized by ChIPs and Diversity Lab for Excellence in Gender Inclusion. What have you done to reach your goals and receive this honor?

Women comprise more than 30% of our equity partnership, ranking us No. 7 among 600+ lawyer firms, according to Law360. Our Board and Management Committee is 50% diverse, including nine women. A few ways we are working to continue to improve on this result: Laser focus on the composition and leadership of our client teams. Embracing flexible working (30% of our lawyers use it today), giving our women greater agency over their careers. A distributed leadership model, offering women early at bats in demonstrating leadership potential.

Gender inclusion is sometimes a case of good news for white women and not-so-good news for women of color. What progress have you made in advancing all women?

We have increased the number of women of color in our partnership from 6 in 2018 to 19 today, while representation of women of color in our associate population (22%) is six points

greater than our peer average, and in our summer class (52%) is 26 points greater than our peer average according to NALP. Women of color serve on our Board and Management Committee. One way we are advancing this is through our Senior Leader Ally Sponsor program, through which every Black or Latinx mid-level associate has a sponsor who is a member of our Board or Management Committee.

What achievements or milestones are you most proud of when it comes to gender inclusion?

Our commitment to rising star talent. For example, this year Alyssa Caridis, a home-grown IP partner with a growing practice, was named deputy leader of our 100-lawyer IP team just months before being named to Bloomberg's 40 Under 40. Ensuring women have access to the best client opportunities — Orrick women were among co-lead trial counsel for 5 of the 9 cases in which we have been recognized in Am Law's "Litigator of the Week" feature in the first half of this year. And taking a lead on issues that matter, including our statement on Dobbs.

“We need to think differently about what a career in the law looks like.”

What is the biggest barrier to gender inclusion in the law, especially in tech and IP law?

First, the continued societal expectations of how women “should” view themselves and the careers they “should” have continue to impact the talent pool. We are seeing increases of women and girls in STEM, but we have progress to make both in law and tech. Second, the most senior incumbent decision makers continue to be male — women CEOs and GCs at tech companies are still newsworthy, as are first-chair women IP and tech lawyers. That has continued impacts on hiring and staffing decisions. Increased gender balance across the industry is critical to increased gender balance in the law.

Studies indicate that women do as well as men early in their careers and then fall behind after they start families. How do we retain women who often shoulder most of the caregiving responsibilities?

Recognizing these impacts, we need to think differently about what a career in the law looks like. For example, we offer exceptional

support for parents, including at least 16 weeks for new parents (22 weeks for birth moms). More than a third of our 2022 partner class took parenting leave in the year before their promotion. To provide support during the unique circumstances of the pandemic, we provided a relief program for caregivers unable to use outside help due to high Covid risk factors (offering 80% hours for 100% salary for a defined period).

What’s your long-term inclusion and equity vision? What do you hope to see five or ten years from now?

Frankly, I hope we are talking about these issues a lot less. That DEI is ingrained even more in our DNA. That diversity at the firm, in our client teams, in the partnership, and in leadership is the norm and not something we have to strive for. While I believe the path making this vision a reality involves thinking differently about programs and policies, the magic happens only when we take a curated approach to tailoring these programs for each individual’s career. That’s what I believe the great talent of the next generation is asking us to do.

Perkins Coie

Genhi Givings Bailey

Chief Diversity & Inclusion Officer
Perkins Coie



Your firm has been recognized by ChIPs and Diversity Lab for Excellence in Gender Inclusion. What have you done to reach your goals and receive this honor?

Perkins Coie takes an intentional approach to gender inclusion. The strategic initiatives we prioritized in recent years reflect the firm's commitment to inclusion and the advancement of a DEI culture. Our commitment to gender inclusion is also reflected within our firm leadership, practice groups and committee chairs, and within our client relationship succession planning. Our Resource Groups, especially the Women of Color and Women's Forum, provide leadership, community, and support for our female attorneys. As Judy Jennison, co-chair Strategic Diversity Committee, IP Practice Group, has stated: "Seeing women and women of color in positions of power at the firm, including practice group leaders, members of our Management Committee and the Chair of our Executive Committee, sends a powerful message to the women at the firm: 'You have a seat at the table. Please join us in creating a more meaningfully equitable practice.'"

Gender inclusion is sometimes a case of good news for white women and not-so-good news for women of color. What progress have you made in advancing all women?

We recognize the distinct challenges women of color face in our legal industry and that women of color are a particular underrepre-

sented group that is distinct from white women. This intentionality ensures all aspects of diversity are considered when creating the committees and policies that impact the firm. For example, our Strategic Diversity Committee is 26% women of color and 32% white women. Women of color serve in several leadership roles at Perkins Coie, including two OMPs, two executive committee members, two executive leadership team members, and numerous committee and subcommittee chairs. Our WoC Resource Group sponsors ongoing activities such as monthly virtual happy hours, local lunch meetups, and book discussions. The group publishes a newsletter that recognizes firm attorneys for their achievements, contributions, and notable community and pro bono work. Each year several Perkins Coie WoC attend the Corporate Counsel Women of Color's annual Career Strategies Conference, providing an opportunity for networking and business development.

What achievements or milestones are you most proud of when it comes to gender inclusion?

Perkins Coie is intentional in building authentic connections. This year we were thrilled to hold our first in-person Women Lawyers' Retreat since 2018. The theme was "Connecting and Empowering Our Community: Authentic Connections with Exceptional Women." Nearly 400 lawyers, from senior attorneys to first-year associates, attended. Our keynote — famed Peloton instructor, elite athlete and

“The legal business was not set up to work for women and other historically underrepresented groups.”

best-selling author Tunde Oyenein — was very inspiring. We provide our attorneys multiple opportunities to connect with colleagues in an off-site, focused setting during retreats. On alternate years we host D&I retreats: one for women lawyers and one for lawyers of color, LGBTQ+ lawyers and lawyers with disabilities. These retreats are in addition to bi-annual practice group retreats and annual, new partners, new counsel, new associates, and summer associates retreats. Additionally, a dedicated Diversity & Inclusion Committee within IP focuses on the recruitment, retention, and advancement of the diverse attorneys and agents within this practice group. Shannon Bloodworth, our firm-wide chair for IP, put it this way: “The IP D&I Committee’s efforts are aligned with the firm’s overall D&I objectives while addressing the unique needs of the IP and tech community.”

What is the biggest barrier to gender inclusion in the law, especially in tech and IP law?

One of the greatest barriers is that the legal business was not created to work for women (and other historically underrepresented groups). If we are going to make meaningful, long-term progress on diversity, we need to recognize there are inherent barriers in the business model itself that make it harder for women to thrive. To address some of these issues, the firm created its Strategic Diversity Committee, composed of partners from across the firm (the majority of whom are from historically underrepresented groups). The Committee’s charter is to identify and

remove barriers to success while creating an environment where everyone can thrive.

Studies indicate that women do as well as men early in their careers and then fall behind after they start families. How do we retain women who often shoulder most of the caregiving responsibilities?

Perkins Coie offers top benefits, robust wellness initiatives, and programs specifically designed for parents/caregivers. In addition to an unusually generous backup dependent care policy, we offer an eldercare case management service and fully paid 4-to-8-week sabbaticals for attorneys and staff who achieve certain tenure milestones. Well-being working groups are currently exploring protocols such as limiting after-hours emails and promoting clear deadlines that adhere to standard business hours. Recently, we adopted a medical travel policy, and we promote and model a culture of equity and inclusion where we encourage all to bring one’s authentic self to the workplace.

What’s your long-term inclusion and equity vision? What do you hope to see five or ten years from now?

Our goal is to have achieved our vision of being second to none in creating and fostering a diverse workforce that reflects our broader society, ensures opportunities for all attorneys — including women and those from other historically underrepresented groups in law firms — and advances Perkins Coie as the most trusted advisor to our clients.

WilmerHale

Lisa Pirozzolo

Partner, Co-Chair Intellectual Property
Litigation Practice Group
WilmerHale



WilmerHale has been recognized by ChIPs and Diversity Lab for Excellence in Gender Inclusion. What have you done to reach your goals and receive this honor?

We have fostered gender inclusion in many different ways, ranging from the development of DEI frameworks for routine processes to the creation of a variety of networking and skill-building opportunities to support women lawyers at the firm. For example, our Practice Management, Professional Development and DEI teams have implemented a centralized matter staffing model to ensure that work assignments are made in an inclusive manner that provides women access to meaningful and substantive work. We hear from our lawyers that these kinds of fundamental changes to daily processes have a profound impact, as do our many training, mentoring, and networking programs.

Gender inclusion is sometimes a case of good news for white women and not-so-good news for women of color. What progress have you made in advancing all women?

We are aware of this challenge and, accordingly, have sought to focus on the structural inequities that impact women of color. We have an active program of internal events,

including regular career-building panels and networking and social gatherings for women lawyers of color. We also hold a bi-annual Diversity Summit for all lawyers of color and LGBTQ lawyers at the firm. We are involved with many external organizations focused on racial, gender and LGBTQ inclusivity, and we regularly sponsor and participate in conferences held by these organizations, where our lawyers can gain greater visibility and forge industry connections.

What achievements or milestones are you most proud of when it comes to gender inclusion?

We are proud that our commitment to gender inclusion is apparent in the composition of the firm's leadership. We have a woman co-managing partner, three of our five legal departments have women chairs, and 30% of our most highly compensated partners are women. Notably, women play key roles in our technology-focused practices. Our Intellectual Property Department and our IP Litigation Practice have female chairs, and a woman co-chairs our Trial Practice Group, which routinely handles high-stakes IP disputes. Between 2020 and 2021, women led or co-led 66% of WilmerHale's trial and arbitration teams.

“Women need opportunities to argue in court and play leadership roles early on in their careers.”

What is the biggest barrier to gender inclusion in the law, especially in tech and IP law?

The biggest barrier to increasing representation of women in law firm partnerships is the scarcity of opportunities to play leadership roles on significant, high-profile matters. There is no doubt that women are fully capable of leading teams and client relationships, yet they are often underrepresented in roles that build professional standing, such as serving as lead trial counsel in high-stakes patent litigation. To rectify this challenge, women need opportunities to argue in court and play leadership roles on teams early on in their careers, to foster their professional development and facilitate their growth into first-chair roles in high-stakes matters.

Studies indicate that women do as well as men early in their careers and then fall behind after they start families. How do we retain women who often shoulder most of the caregiving responsibilities?

WilmerHale has generous leave and family-building support benefit programs that we believe are critical in supporting women lawyers balancing family and work. We are also committed to gender-neutral policies;

each year, male attorneys take approximately 50% of the firm's parental leaves. This has the effect of leveling the playing field among attorneys juggling family and work, and there is no assumption that attorneys taking leaves are somehow less committed or able to handle the pressures of the profession. We have a staffing and work allocation system that provides resources to help our attorneys manage their workloads at various stages of their careers, allowing them to flex when needed to handle family commitments.

What's your long-term inclusion and equity vision? What do you hope to see five or ten years from now?

Diversity is one of the guiding principles of WilmerHale and a key driver of the value the firm provides to clients. We strongly believe that diverse teams deliver the best results, by bringing a variety of perspectives and talents to our clients' complex legal issues. Our goal is to have a partnership that reflects the diversity of our clients and our broader community and to ensure that women, lawyers of color, and LGBTQ+ lawyers at every stage of their careers have equal access to opportunity and can excel and grow their careers at WilmerHale.

Morgan Lewis

Malaika Lindo

Senior Director of Diversity and Inclusion
Morgan, Lewis & Bockius LLP



Morgan Lewis has been honored by ChIPs and Diversity Lab for Excellence in Diversity, Equity and Inclusion for All. What have you done to reach your firm's inclusion goals and receive this honor?

Morgan Lewis has quadrupled its DEI staff, distributed more than \$1 million in diversity fellowships, and launched Diverse Associate Sponsorship programs at the practice and firmwide levels. Our IP practice launched a Diversity Career Progression Initiative (CPI) to ensure that diverse associates are provided with enhanced resources to succeed at Morgan Lewis and are supported to have equal opportunity for broader career success. The firmwide initiative pairs eligible diverse associates with sponsors at the Advisory Board level. We also expanded our lawyer networks to include First Generation, Disability, and Middle Eastern and North African populations, and enhanced our network programming.

Where have you made the greatest progress? Of what are you most proud?

Perhaps our proudest accomplishment is the establishment and institutionalization of our Mobilizing for Equality (MFE) initiative, which ties together the internally facing recruiting,

retention, and promotion efforts with the broader racial justice movement. MFE's 14 working groups bring together hundreds of lawyers and professional staff in a common cause to pursue critical policing, voting rights, economic development and education solutions, among others. We also collaborate with clients on numerous MFE projects and have donated more than \$1 million to racial justice organizations. We are also very proud of the opportunities our intellectual property CPI program has provided for our diverse talent.

What has been the hardest area for you — culture, pipeline, recruitment, training, something else?

Despite the focus on recruiting and retention of lawyers of color, representation in the profession remains unacceptably low. We focus on pipeline programs for 1Ls and undergraduates, diverse associate sponsorship, and bespoke programming to support well-being such as our Black Mental Health and Bystander Training to combat Asian hate. Our Morgan Lewis Foundation annually gives over a dozen \$40,000 grants to low-income law students of color — without any tie to our recruiting efforts — to advance diversity in the profession. We also connect with diverse undergrads

“The murder of George Floyd ignited a movement for racial justice, with communities unifying to demand change.”

pursuing STEM studies on the extension of those studies to a career in the law.

Was there a turning point when you said, “We have to do some different to start moving the numbers on DEI?” If so, what was the turning point?

The murder of George Floyd in 2020 ignited a movement for racial justice, with communities around the world unifying to demand change. Chair Jami McKeon and labor and employment leader Grace Speights were moved by the stories and passion of individuals around the globe to do something and to make a difference, and they were determined to bring our voices and power to bear to work for racial justice. On June 10, 2020, Morgan Lewis launched Mobilizing for Equality to reflect our commitment as a law firm to more directly, effectively, and aggressively pursue racial justice in a sustained manner.

How do we move from the myth of “we’re all the same” to a better appreciation of each other’s identities and value?

None of us is defined solely by one aspect of our identity—whether gender, race, religion, or other background. We believe that program-

ming that reflects this reality is going to be most helpful and supportive. We believe very strongly in first having the deepest understanding of the breadth of our existing diversity, and second in building out our offerings with an acknowledgement of the breadth of that diversity. That means that the broader the lens we use to define our diversity, the more opportunity we have to get specific in our actions to help diverse individuals.

What’s your long-term inclusion and equity vision? What do you hope to see five or ten years from now?

While we have made significant DEI strides, we are committed to continuous improvement in growing a truly diverse and inclusive culture where our workforce can thrive. To this end, our firm has identified the following top three DEI priorities: First, improving well-being among our partners, other lawyers, and professional staff who are people of color. Second, working constructively with clients to channel positive energy around DEI projects to get tangible results. And third, promoting connection and engagement as we continue to work in a flexible environment that includes in-person and remote work, with a focus on diverse lawyer retention and support.

Nixon Peabody

Rekha Chiruvolu

Chief Diversity, Equity and Inclusion Officer
Nixon Peabody LLP



Nixon Peabody has been honored by ChIPs and Diversity Lab for Excellence in Diversity, Equity, and Inclusion for All. What have you done to reach your firm's inclusion goals and receive this honor?

DEI principles are woven into the business and mission of Nixon Peabody. We have six resource groups focused on recruitment and advancement of underrepresented attorneys, offering community, mentorship, and professional development. Each group's leaders serve on our DEI Committee, along with our managing partner and DEI partner, ensuring direct communication with firm leadership. Additionally, we have implemented a workflow app designed to ensure diverse associates have access to career-building work opportunities. We ask that at least 30% of associates considered for staffing on any matter be from an underrepresented group. The app helps us build talented, effective, and representative teams.

Where have you made the greatest progress? Of what are you most proud?

For the last five years, at least 50% of our new partners have been attorneys from underrepresented groups in the legal

profession (women, racially/ethnically diverse people, LGBTQ+ attorneys, and people with disabilities). Additionally, women, attorneys of color, and LGBTQ+ people comprise at least 30% of our leadership positions and committee slots. Nixon Peabody recently implemented the DEI Strategic Services group, a new service designed to help clients address the full array of immediate and systemic challenges they face in advancing DEI within their own organizations. We work to strengthen these organizations' reputations with their talent, customers, and the broader marketplace.

What has been the hardest area for you — culture, pipeline, recruitment, training, something else?

Like many firms operating in this historically competitive market for legal talent, we have faced challenges with retention. In response, we have taken significant steps to ensure that our attorneys can envision a successful future at Nixon Peabody and take advantage of the rich opportunities we provide. We've introduced policies and initiatives focused on retention and advancement, including sponsorship programs and transparency on credit sharing and the path to partnership. We also offer billable hour credit for time spent

“Each individual is unique and their diverse perspectives contribute to the collective strength of our organization’s culture and the services we provide to clients.”

advancing our DEI goals, as well as bonuses for attorneys who demonstrate outstanding commitment in this area.

Was there a turning point when you said, “We have to do something different to start moving the numbers on DEI”? If so, what was the turning point?

There was no specific turning point — DEI has always been a core value for us. We’re always looking for opportunities to challenge ourselves, pushing beyond what’s familiar and testing innovative programs to advance our DEI goals. Our creative approach stands out in a profession that has struggled to make significant progress on DEI. In 2020, Nixon Peabody became one of four law firms to pioneer Diversity Lab’s Move the Needle Fund. Participating firms are working with general counsel and community leaders to create a first-of-its-kind experimental “laboratory,” investing more than \$4 million to test research and data-driven ways to effect positive change.

How do we move from the myth of “we’re all the same” to a better appreciation of each other’s identities and value?

Our goal at Nixon Peabody is to become a truly inclusive organization, where our peo-

ple can bring their authentic selves to work every day, and our firm can reflect the clients and communities we serve. We recognize that each individual is unique and their diverse perspectives contribute to the collective strength of our organization’s culture and the services we provide to clients. We tailor our DEI programs and initiatives for the individuals involved, and we regularly seek input and feedback from our talent to ensure that these initiatives are creating an inclusive workplace.

What’s your long-term inclusion and equity vision? What do you hope to see five or ten years from now?

In 2020, Nixon Peabody set an ambitious goal for advancing DEI at our firm by 2025. We intend to increase the representation of women, racially and ethnically diverse, and LGBTQ+ attorneys in our equity partnership, surpassing national averages to become one of the most diverse Am Law 200 partnerships. By 2025, Nixon Peabody’s equity partnership will consist of 30% women attorneys, 12% racially/ethnically diverse attorneys, and 6% LGBTQ+ attorneys. Currently, these figures are 17% women, 7% racially/ethnically diverse, and 3% LGBTQ+. Ten years from now, I hope we are finally close to realizing the promise of a highly equitable, inclusive industry.

The Inclusion Blueprint

The Inclusion Blueprint is different because it measures actions as well as representation

The ChIPs Honor Roll is based on the annual Inclusion Blueprint, a joint initiative between ChIPs Network and Diversity Lab. The Inclusion Blueprint was created in 2018 by Diversity Lab and ChIPs to measure gender inclusion in IP law.

Since expanded to include other underrepresented groups, the Inclusion Blueprint is different because it measures representation *and* actions that lead to greater diversity, equity and inclusion. ChIPs Honor Roll firms achieved a score of at least 70 out of 100 across four key categories:

- Diversity representation based on average or above-average thresholds
- Year-over-year diversity representation progress
- Diversity representation tracking
- Meaningful inclusion practices and activities

About the Participants

More than 240 law firms participated in the 2022 Inclusion Blueprint survey, compared to 70 firms who have participated in previous years. The five ChIPs Honor Roll firms recognized by ChIPs in 2022 represent the best of the best in IP law.

Firm Leadership Participation by Size

1-50 lawyers: 67 (28%)
51-100 lawyers: 24 (10%)
101-200 lawyers: 34 (14%)
201 to 500 lawyers: 42 (17%)
501-800 lawyers: 31 (13%)
More than 800 lawyers: 45 (18%)

Practice Group Assessments by Practice Area

IP and Security: 70 (39%)
Litigation: 40 (23%)
Corporate/Commercial/Finance: 38 (21%)
Regulatory: 30 (17%)

Practice Group Assessments by Size of Practice Group

10 or fewer lawyers: 34 (19%)
11 to 20 lawyers: 24 (14%)
21 to 40 lawyers: 27 (15%)
41 to 60 lawyers: 28 (16%)
61 to 80 lawyers: 19 (11%)
81 to 100 lawyers: 15 (8%)
More than 100 lawyers: 31 (17%)

About Diversity Lab

Since 2014, Diversity Lab has built, piloted, and measured the impact of experimental ideas to accelerate diversity and inclusion in the legal profession. Industry-wide movements — such as the OnRamp Fellowship, the Inclusion Blueprint, and the Mansfield Rule — are created through Diversity Lab's Hackathons and piloted in collaboration with more than 200 top law firms and legal departments across the country. Diversity Lab leverages data, behavioral science, design thinking, and technology to further develop and test new ideas and research, measure the results, and share the lessons learned. www.DiversityLab.com



About ChIPs

ChIPs is a global nonprofit organization with 22 chapters and 5,000 members on four continents. ChIPs advances and connects women in technology, law and policy. It provides vital learning and content and hosts dozens of global and chapter events each year. It accelerates innovation through diversity of thought, participation and engagement.



chipsnetwork.org

