

2018 Diversity and Inclusion Annual Report



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Introduction

Today's workplaces include individuals with varied and unique backgrounds. At Littler, we celebrate these diverse backgrounds and distinct perspectives that enrich our culture, enhance our work and make us a stronger and smarter firm.

Diversity and inclusion are ingrained in the fabric of our firm at every level and are reflected in the way we operate. As the world's largest employment and labor law firm, we take great pride in our culture that prioritizes inclusivity and collaboration, where ideas are sought and shared, developed and improved – resulting in better solutions for our firm and our clients.

We remain steadfast in our commitment to diversity and inclusion. In 2018, the firm continued its support of the American Bar Association's Resolution 113. We also furthered our support for equality by joining with other organizations, such as Out Leadership and the Human Rights Campaign, to ensure equal treatment of members of the LGBTQ community. And we celebrated the many heritages and cultures of our firm by introducing our "Littler Celebrates" video series, which recognizes our diverse attorneys and showcases those who have been inspirational in their lives. Finally, we continued to enhance the many programs that have proven to be successful in advancing the professional development of diverse attorneys here at the firm.

At Littler, fostering diversity and inclusion is critical to our firm's success now and in the future. Just as it has been for more than 75 years, diversity and inclusion will remain at the core of who we are and what we stand for.

We invite you to follow our progress in this report, and we welcome the opportunity to connect with you to discuss our diversity and inclusion initiatives.

Thank you,

Tom Bender and Jeremy Roth
Co-Managing Directors

Mark Phillis and Natalie Pierce
Diversity & Inclusion Council Co-Chairs

Meet the Diversity & Inclusion Council

Co-Chairs



Mark Phillis
Shareholder, Pittsburgh



Natalie Pierce
Shareholder, San Francisco

Members



Syeeda Amin
Shareholder, Dallas



Paul Bateman
Shareholder, Chicago



Eddie Chyun
Shareholder, Cleveland



Nancy Delogu
Shareholder, Washington, D.C.



Yvette Gatling
Shareholder, Tysons Corner



Joon Hwang
Associate, Tysons Corner



Dionysia Johnson-Massie
Shareholder, Atlanta



Nina Markey
Shareholder, Philadelphia



Shawn Oller
Shareholder, Phoenix



Gene Ryu
Shareholder,
Los Angeles-Downtown



Jean Schmidt
Shareholder, New York



Mishell Parreno Taylor
Shareholder, San Diego



Britney Torres
Associate, Sacramento



Michael Wilder
Shareholder, Chicago

Supporting Corporate Members

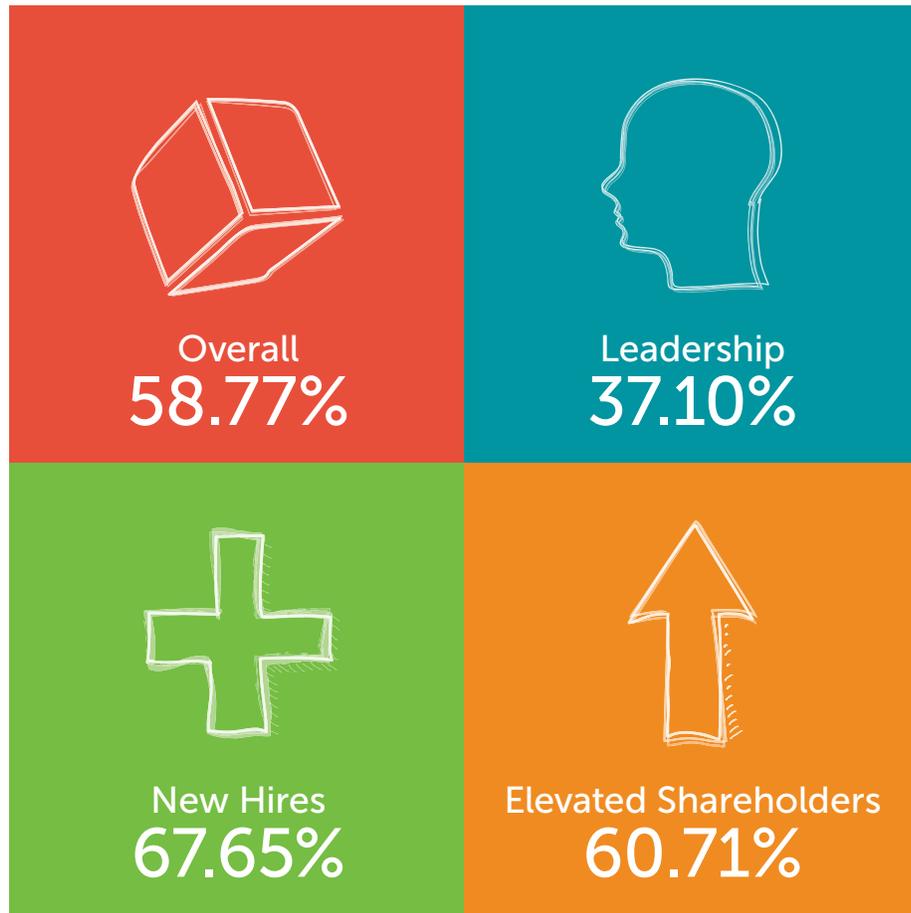
Hannah Engelke
Recruiting and Diversity & Inclusion Coordinator,
Kansas City

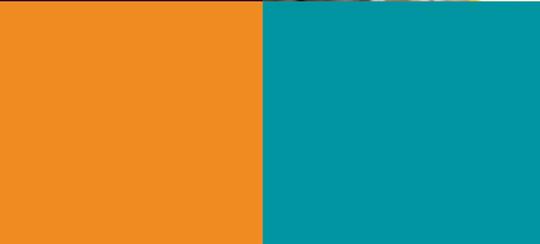
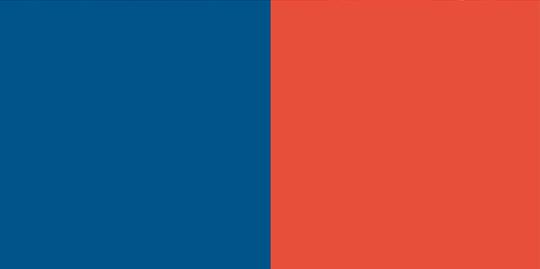
Karen Herz
Senior Director - Attorney Recruiting & Development,
San Francisco

Jen Klein
Director - Public Relations & Communications,
Los Angeles-Downtown

Diversity by the Numbers

Littler continued its focus on increasing the number of attorneys who identify as of color, women and LGBTQ. These numbers are representative of the firm's ongoing commitment to greater inclusion and diversity.





Key Diversity Initiatives

Career Advocacy Program

Little’s award-winning Career Advocacy Program (CAP), selects diverse associates (Protégés) and pairs them with some of the firm’s most influential leaders and rainmakers (Advocates) and with general counsel of major corporations (Champions). The program has been a tremendous success – over the past three years, Protégés have represented 18 to 40 percent of the new shareholder class each year.

William Ng and Jen Robinson chat about their participation in CAP.



William Ng
Shareholder, Long Island



Jennifer Robinson
Office Managing
Shareholder, Nashville

As a CAP Advocate, Nashville Office Managing Shareholder Jen Robinson mentored William Ng, an attorney in the Long Island office. Ng was accepted into CAP in June 2015 and was elevated to shareholder in January 2019.

Q: How would you describe your Protégé-Advocate relationship?

Ng: From the beginning, Jen took an organic approach to her advocacy role, allowing our interactions to occur naturally. We spoke frequently on the phone and had coffee, lunch or dinner when she was in New York. Although she had a checklist of topics we needed to discuss during the first few months, I sensed early on that she wanted to understand and learn about me and help me get comfortable with the program. As time went on, we both let the conversation and each of our interests guide the flow of our telephone and in-person discussions.

Jen’s business activities for clients and Littler frequently brought her to New York, and I had the opportunity for more face-to-face talks with her. She went above and beyond in our CAP relationship. Outside of our regular calls, anytime there is an issue where I needed some guidance, I would reach out. For example, if an opportunity to pitch business arose, I would seek some time with her in order to brainstorm different approaches to consider.

Robinson: William was very open to asking candid questions, primarily about promotion, politics and how he compared to other people at his level with respect to business development. We also had frank discussions regarding advancement and achieving shareholder status.

It was always an honor when he would reach out to me for whatever help I could provide, and as he mentioned, I made it a point to visit with him whenever I was in New York for business. In-person contact is important in the Protégé-Advocate relationship because I want my Protégés to know that I am available to help.

I truly enjoyed being William's Advocate because he is such a go-getter. He is very dedicated to his work as an attorney.

Q: What is an example of how CAP has assisted in your business development efforts?

Ng: In responding with a senior attorney to a global manufacturer's request for proposals (RFP), I sought and received valuable feedback from Jen. She recommended attorneys for the team, which I found extremely helpful. The firm ended up winning a portion of the RFP.

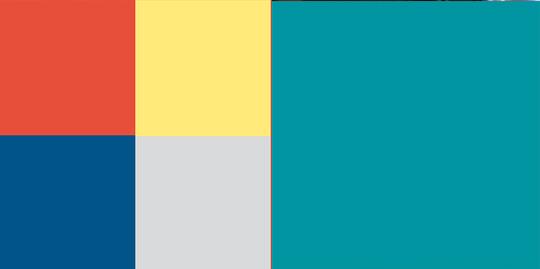
Q: What is the biggest benefit from participating in CAP?

Ng: Of tantamount importance in our relationship was the high level of trust I had in Jen. I knew that I could be open and honest when asking questions or raising topics, trusting that everything I said was completely confidential. I appreciated the opportunity to speak freely and really understand the way the firm operates in order to have a deeper awareness of the business side of Littler.

The fact that my Advocate was in a different office than mine provided me with a unique perspective that I found beneficial. She was not there reviewing my work – she was there to be my Advocate and, at the same time, offer a different viewpoint than the ones expressed in my office.

The diversity of ideas and the differences between her background and mine proved to be beneficial when I needed a sounding board or opinion on the firm's internal structure or with a certain aspect of a pitch. I know there might be two different schools of thought regarding the match. Specifically, should the pairing be based on commonalities and/or similar backgrounds? But I believe there is a lot of value in the Advocate not being similar to the Protégé in order to provide a different perspective. This, for me, is what makes CAP successful.

Robinson: For me, CAP succeeds by identifying resources within the firm that would be an asset in taking the necessary steps to gain shareholder status. In addition, it allows Littler's senior shareholders to pass along career-enhancing strategies that boost our diverse associates in order to help them prosper at the firm and sustain the firm's future.



Nehal Anand and Ted Schroeder reflect on their CAP experience.



Nehal Anand
Shareholder, Houston



Ted Schroeder
Office Managing
Shareholder, Pittsburgh

Pittsburgh Office Managing Shareholder Ted Schroeder participated in CAP as an Advocate for Nehal Anand in the Houston office. Anand was accepted into CAP in July 2014 and was elevated to shareholder in 2018.

Q: How would you describe your mentorship?

Anand: Ted was a very involved Advocate, and we had a standing call every month. Having a fixed time and date for our calls – even for a brief chat – was particularly helpful because issues that I did not think were urgent enough for an immediate conversation could be brought up at the regularly scheduled time. But I knew I had the freedom to reach him with quick questions. He also made it a point to connect when he was in Houston.

We covered a range of topics during our conversations, such as content and execution in the business development process, capturing billable time in a more efficient manner and work-life balance concerns when I returned from maternity leave.

Schroeder: As Nehal mentioned, while working with her as an Advocate, we would talk nearly every month by telephone and we would meet in person when I visited the Houston office. As our relationship progressed, she became more comfortable calling me on other occasions to bounce business development ideas off me or discuss steps that would better position her for advancement to shareholder.

Although I used my institutional knowledge to guide her, I believe it was important for me to learn her strengths and goals as a lawyer. That knowledge enabled me to more effectively serve as her Advocate.

Q: Describe a suggestion of Ted's that has influenced your career.

Anand: One that immediately comes to mind involves client development. Specifically, I was doing a lot of speaking engagements and had a growing frustration with spending a lot of time on these presentations and not really seeing any return on them. Ted recommended that I be more selective about which of these I pursue and that I refrain from attempting to do all of them. He provided guidance on which speaking and writing efforts would be the best use of my time. He also suggested ways I could follow up with individuals who attend the presentations. This advice has lowered my stress level and brought me closer to more favorable results.

Q: What was the most beneficial aspect of participating in CAP?

Anand: What I found to be highly valuable were the well-executed presentations and the substantive discussions at the annual CAP meetings. At my first meeting, we delivered pitches to shareholders and outside counsel that required significant research and preparation so that we understood what it takes to develop an effective pitch. We then received one-on-one feedback from the shareholder or the in-house counsel. They would ask difficult questions, and I believe this exercise prepared me for when I had to make an actual pitch.

The Advocates invest a lot of their own time in making sure the CAP meetings are more than a networking event. They deliver programming designed to help the Protégés become better lawyers. There are a lot of firms who expect associates to develop business, but Littler actually gives us the tools, resources and support we need to do it. The number of attorneys is small enough to create meaningful relationships that have helped grow my book of business. I'm grateful for the exposure to different attorneys through CAP, which has allowed me to let other shareholders know of my capabilities and interests – with the goal that they keep me in mind when their clients need assistance from the Houston office.

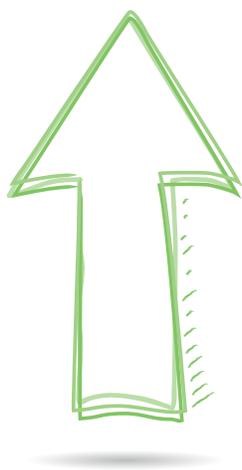
Schroeder: One component of CAP that I think works really well is opening up Protégé access to a senior level person outside of their normal reporting structure who can provide a different perspective or talk in confidence about a sensitive topic. CAP helps create a trusted relationship for the Protégé, which can be a crucial asset in the Protégé's professional development.

CAP also helps the Protégés get more exposure. Through our relationship, Nehal was able to meet other people in the firm who she otherwise may not have met through her network in Houston. In this way, the program presents a good opportunity for Protégés to expand their internal network.

Investment for Success

The firm's Investment for Success (IFS) Program is designed specifically to help newly hired diverse associates find their footing and excel professionally. The program connects a senior attorney (Investor) with a new diverse attorney (Investment). Investors tap their insider knowledge when interacting with the Investments, "paying forward" what they have learned as seasoned attorneys for Littler.

The IFS Program, which currently comprises more than 58 diverse attorneys and 40 Investors, serves as a down payment on Littler's future. The program is also fortunate to have in-house counsel (Endorsers) who provide support by meeting with Investments to share their perspectives on achieving success as a firm lawyer. When these associates receive support and work opportunities that allow them to thrive, they prosper along with the firm.





Affinity Groups and Women's Leadership Initiative

Littler's affinity groups and Women's Leadership Initiative help cultivate and retain diverse talent. Here's a snapshot of 2018 highlights:

Littler | Bollo

Seeking more frequent touch points among the firm's African-American lawyers in 2018, the Bollo affinity group formed several mentoring circles comprising eight to nine shareholders and associates across different offices. Attorneys in the mentoring circles chat by phone monthly on a range of topics, including shareholder elevation, business development, firm governance and new policies. These smaller Bollo units facilitate regular contact and greater support among members.

Also in 2018, members of Bollo attended and spoke at the National Bar Association's 93rd annual conference and the National Employment Law Council annual conference, which were both held in New Orleans.

Littler | 'Ohana

The 'Ohana affinity group experienced continued growth in 2018 with membership increasing to approximately 100 Asian, South Asian, Middle Eastern, North African and Pacific Islander-American attorneys.

During the year, the group's subcommittees were busy with activities involving business development, shareholder elevation preparation, associate growth and women's issues. Also, the affinity group's 12 smaller mentorship units known as families – comprised of up to eight 'Ohana attorneys – offered a readily available forum for members seeking one-on-one or group advice, consultation or discussion.

Additionally, Littler maintained its strong relationship with the National Asian Pacific American Bar Association (NAPABA). Approximately 13 'Ohana members attended the annual NAPABA convention in Chicago in November. 'Ohana's Emily Patajo (Los Angeles-Century City) was a featured panelist at a plenary session that addressed the #MeToo movement.



Littler | Pride

The Pride affinity group hosted its biennial two-day retreat in Minneapolis in 2018. In addition to presentations by Littler attorneys, two guest speakers discussed their experiences being out LGBTQ attorneys in the corporate world.

The retreat included dynamic presentations on the following topics: practical suggestions on the associate review process, a report on the state of the firm, leadership opportunities within the firm and navigating the shareholder elevation process.

At the conclusion, Pride co-chairs discussed programming, training and other activities that the affinity group could undertake.

Littler | Reunión

In 2018, the Reunión affinity group gathered in San Diego for its biennial retreat. The firm's Latino/a attorneys discussed techniques for pitch presentations, business development opportunities and heard from a panel of in-house counsel. In addition, members of the affinity group learned about pro bono opportunities in the area of asylum assistance.

Business Statement for Transgender Equality

Littler's support for equality is unwavering. The firm is among 178 companies that support the Business Statement for Transgender Equality in response to a rising tide of legislative and administrative attempts to further marginalize transgender, gender nonconforming and intersex people. These attempts include draft regulations and guidance that would erase transgender nondiscrimination protections through the reinterpretation of existing law.

The business statement, developed by Out Leadership and the Human Rights Campaign, asserts that diversity and inclusion are good for business, observes that discrimination significantly harms transgender people and imposes enormous productivity costs, and calls for full equality for transgender, gender nonconforming and intersex people under the law.

At Littler, we will always embrace and celebrate the diverse backgrounds and unique values that each of our attorneys and staff bring to our firm and communities every day.



Women's Leadership Initiative

The Women's Leadership Initiative (WLI) provides female lawyers in the firm with the tools and resources needed to achieve their professional and business development goals.

In 2018, a number of WLI events were held across the country, including:

The Minneapolis office sponsored an event for attorneys and clients to discuss professional mentoring strategies and techniques. Guest panelists covered a number of mentoring topics, including the meaning of mentoring, company-sponsored programs and the difference between coaching and mentoring. The panelists also talked about what mentoring relationships – both as mentors and mentees – have meant to them.

The Phoenix office sponsored an event titled "Conversation and Cocktails: The #MeToo Movement – Beyond the Hashtag." Led by Kristy Peters (Phoenix) and a regional attorney from the Equal Employment Opportunity Commission (EEOC), local women engaged in a dynamic discussion on the movement's influence on the workplace, the EEOC's initiatives and how companies can proactively work to prevent sexual harassment and discrimination.

Attorneys from the San Francisco and Walnut Creek offices participated in a mentoring/get-to-know-you exchange sponsored by WLI. Modeled after "speed dating," the event consisted of roughly 25 shareholders and associates who were paired in two rows and then given four minutes to answer professional or personal questions posed to the entire group. At the end of the exchange, the associates moved down a seat to create new pairings, and a fresh question was posed.

Implicit Bias Training

As a follow-up to the successful presentation to Littler shareholders on Implicit Bias from UCLA Professor of Law Jerry Kang, the firm developed its Implicit Bias training program throughout 2018 and began rolling out the training for all attorneys in the firm during the fourth quarter. The firm's Management Committee, Littler's highest governing body, was the first to complete the training.

Recognition



Allstate – General Counsel’s Excellence in Diversity Award
Winner, 2018



The American Lawyer – AmLaw 200
Named to Diversity Scorecard, 2016-2018
Ranked #3 – Female Equity Partnership, 2017-2018



Contra Costa County Bar Association
Platinum Level Winner, 2018



Employment Law360
Ranked #1 – Ceiling Smasher, 2017-2018
Ranked #1 – Best Law Firms for Women, 2017-2018
Ranked #11 – Best Law Firms for Minority Attorneys, 2018



Human Rights Campaign – Best Places to Work for LGBTQ Equality
Earned 100% Corporate Equality Index rating, 2009-2018



Leadership Council on Legal Diversity
Named, Top Performer, 2014-2018
Recipient, Compass Award, 2018



National Law Journal 500
Ranked #5 – Women’s Scorecard, 2017-2018



Vault Law 100
Ranked #4 – Diversity for Minorities, 2019
Ranked #6 – Best Law Firms for Diversity Overall, 2019
Ranked #8 – Diversity for Individuals with Disabilities, 2019
Ranked #8 – Diversity for Women, 2019
Ranked #9 – Diversity for LGBT, 2019



Women in Law Empowerment Forum
Certified as a “Gold Standard Firm,” 2011-2018



Working Mother Magazine
Named, 60 Best Law Firms for Women, 2011-2014, 2016-2018



Yale Law Women
Named, Top Ten Female Friendly Firms, 2018



Leadership and Industry Engagement

Littler is involved in and supports numerous diverse organizations, including:

- Abogadas MX
- California Minority Counsel Program
- Chart Your Own Course
- Corporate Counsel Women of Color
- Hispanic National Bar Association
- Leadership Council on Legal Diversity
- Minority Corporate Counsel Association
- National Asian Pacific American Bar Association
- National Association of Women Lawyers
- National Bar Association
- National LGBT Bar Association
- Out Leadership



Mansfield 2.0

Littler earned the Mansfield Certification Plus status for 2018 by considering at least 30 percent women and minority lawyers for significant governance roles, lateral openings and promotions within the firm. “Plus” status indicates that, in addition to meeting or exceeding the pipeline consideration requirements for certification, Littler has at least 30 percent women and minority lawyers in certain key leadership roles and on high-profile committees.

The Mansfield Rule was one of the winning ideas from the 2016 Women in Law Hackathon hosted by Diversity Lab in collaboration with Bloomberg Law and Stanford Law School. Littler Shareholder Nina Markey (Philadelphia) was part of the team that pitched the Mansfield Rule in 2016. Nina and her team developed a concept that would be easy for law firms to implement and would work universally, regardless of differences among law firms.

Littler was one of 44 firms that partnered with Diversity Lab to pilot the inaugural version of the Mansfield Rule from summer 2017 through mid-2018. Additionally, the firm is among those that have signed on to pilot the Mansfield Rule 2.0 from July 2018 to July 2019, which has been expanded to include LGBTQ+ attorneys.

As part of the certification, several Littler attorneys participated in Mansfield Rule client forums throughout the country in 2018. The two-day forums were an opportunity for newly promoted diverse, women and LGBTQ+ partners from Mansfield Certified firms to meet and learn from in-house counsel across many industries. On the second day, attorneys from Mansfield Certified Plus firms delivered pitches directly to the in-house counsel and received feedback.

Diversity in Law Hackathon

Kayvan Iradjpanah (Los Angeles-Century City) participated in the fall session of the 2018 Diversity in Law Hackathon. Bloomberg Law and Diversity Lab collaborated with Littler and more than 100 other law firms and legal departments from top companies to address diversity and inclusion challenges in the legal industry. Topics considered were pay parity, leadership gap, unconscious bias and retention.

Littler | Diversity & Inclusion Consulting

Littler's Diversity & Inclusion Consulting practice includes a suite of services designed to help employers and organizations achieve performance excellence through strategic diversity management. Through consulting services, the firm helps organizations develop customized diversity and inclusion initiatives that advance key objectives within the legal margins. These offerings include:

- Executive Services
- Consulting Services and Products
- Diversity and Inclusion Training and Education Programs
- Speaking Engagements

As consultants, Littler's diversity and inclusion team facilitates cultural competency within a range of organizations – from small businesses to corporations with national and global operations. What sets the Littler team apart is the legal underpinnings of the services and advice provided. Due to the firm's deep understanding of employment law, all diversity and inclusion services fully conform to all local, state and federal regulations.

To learn more about Littler's Diversity & Inclusion Consulting offerings, visit www.littler.com/service-solutions/diversity-inclusion-consulting.

