

2019 Diversity & Inclusion Annual Report





Introduction

For more than 75 years, diversity has been a fundamental part of who we are and a core principle we live by every day at Littler. From our very first days as a law firm, we've believed that it takes an array of talent, ideas and perspectives to solve today's challenges in the workplace. Our employees come from different backgrounds, bringing their distinct insights that enrich our culture, enhance our work, and make us a stronger and smarter firm.

In January 2019, Littler welcomed the letter signed by more than 170 general counsel urging law firms to improve their diversity efforts. Since then, we've strengthened our programs that have proven to be successful in expanding our diverse team of lawyers and providing opportunities at every level of the firm. Littler has continued to partner with organizations such as Diversity Lab and the Leadership Council on Legal Diversity, among others, to further improve equality in the legal profession and advance career opportunities for all.

As the world's largest employment and labor law firm, we have an experienced, diverse team of lawyers and professional staff who understand and embrace the dynamics of a constantly evolving workforce. And it's why we continue to foster a culture that celebrates original thinking by people with diverse backgrounds. We believe everyone should feel comfortable bringing their whole selves to work, which is why we recently announced a new initiative as part of the firm's continued commitment to gender inclusivity. This year, Littler rolled out its nonbinary gender identity and inclusiveness initiative, which includes the use of gender-neutral language in firm documents and communications, and it enables everyone to voluntarily identify their preferred pronouns in signature blocks.

In 2020, Littler will introduce Breaking Through – our new diversity and inclusion shareholder compensation initiative. Our goal for this initiative is aggressive, but one we believe is attainable and designed to substantially increase the number of shareholders in the top quartile of the firm's compensation schedule over the next five years.

In the following pages, we have highlighted some of our key initiatives and accomplishments for 2019. We invite you to view our continued progress and look forward to building upon our accomplishments in the years to come.

Thank you,

Tom Bender and Jeremy Roth
Co-Managing Directors

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

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Meet the Diversity & Inclusion Council

Co-Chairs



Mark Phillis
Shareholder
Pittsburgh, PA

Natalie Pierce
Shareholder
San Francisco, CA

Members



Syeeda Amin
Shareholder
Dallas, TX

Eddie Chyun
Shareholder
Cleveland, OH

Nancy Delogu
Shareholder
Washington, D.C.

Yvette Gatling
Shareholder
Tysons Corner, VA

Joon Hwang
Associate
Tysons Corner, VA



Dionysia Johnson-Massie
Shareholder
Atlanta, GA

Nina Markey
Shareholder
Philadelphia, PA

Emily McNee
Associate
Minneapolis, MN

Shawn Oller
Office Managing
Shareholder
Phoenix, AZ

Gene Ryu
Shareholder
Los Angeles, CA



Jean Schmidt
Shareholder
New York, NY

Mishell Parreno Taylor
Office Managing
Shareholder
San Diego, CA

Britney Torres
Associate
Sacramento, CA

Michael Wilder
Shareholder
Chicago, IL

Corporate Members

Hannah Engelke
Recruiting and Diversity & Inclusion Coordinator
Kansas City, MO

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

Jen Klein
Director - Marketing
Communications
Los Angeles, CA



Diversity by the Numbers

This past year, Littler maintained its focus on increasing the number and percentage of our attorneys who self-identify as ethnic and racial minorities, as well as women and LGBTQ. These numbers represent the firm's ongoing commitment to greater inclusion and diversity.*



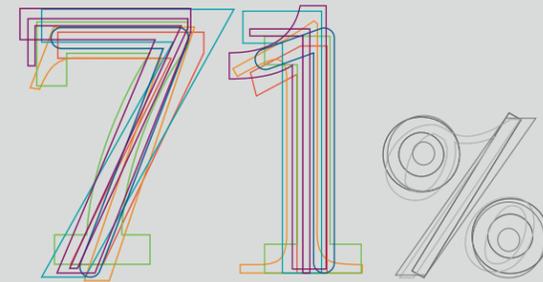
Overall



Leadership



New Hires



Elevated Shareholders

Key Diversity Initiatives

Career Advocacy Program

Little's Career Advocacy Program (CAP) continued to grow in 2019. The program pairs high-performing, diverse associates with shareholder Advocates and client Champions who encourage their career growth. Over the past four years, Protégés have represented 12 to 40 percent of the firm's new shareholder class each year. In 2019, CAP garnered the firm one of three "Innovations in Diversity and Inclusion" awards in the California Leaders in Tech Law and Innovation Awards and earned Shareholder Natalie Pierce, who founded the program, Best Mentor in The American Lawyer Industry Awards.

At the annual CAP meeting in September, Protégés, Promoted Protégés, Advocates and Champions gathered for substantive training and programming, as well as networking opportunities for all of the lawyers and staff. The program was well received, with one attendee stating, "This was the best program I've attended during my three years in CAP."

Investment for Success

The Investment for Success (IFS) Program matches recently hired diverse associates (Investments) with a senior attorney (Investor). The Investor speaks regularly with the Investment, serves as a mentor, shares career advice and experiences, and helps ensure that the Investment has a roadmap to receive work, find growth opportunities, and succeed at the firm. The IFS Program, which currently has more than 25 Investments and 36 Investors, serves as a down payment on Littler's future. Since the launch of the program, 28 Investments have graduated.

*Key stats (as of 12/1/19). 2019: Overall, 59.80%; Leadership, 39.34%; New Hires, 72.67%; Elevated Shareholders 70.83%



Affinity Groups

Little's affinity groups provide support, development and networking opportunities within the firm, as well as a forum for affinity-focused communication and programs. Here, we have recapped some of their activities in 2019.

Bollo

In August 2019, Bollo – Little's affinity group for African American attorneys – held its biennial retreat in Memphis, which included two days of career advice and business development tips. During the gathering, several Littler attorneys gave presentations on topics such as defining your career path at the firm, shareholder compensation, elevator pitches and networking strategies.

The meeting included a hackathon to explore ways to boost the retention and advancement of people of color at Littler. Participants split into seven groups to discuss and propose solutions to address these topics. Each group presented their ideas on the final day of the gathering.



Bollo Affinity Group Chairs

Michael Gregg
Shareholder
Irvine, CA

LaToi Mayo
Shareholder
Lexington, KY

Pride

Attorneys in the Pride affinity group, which supports lesbian, gay, bisexual and transgender individuals, were involved with several legal and professional organizations across the country, including:

- An Orange County Lavender Bar Association panel discussion on challenges and opportunities in the legal field for attorneys who identify as LGBTQ was part of Diversity Week at Chapman University Dale Fowler School of Law.
- The 2019 Lavender Law Conference and career fair in Philadelphia, Pennsylvania.
- The 38th annual Black Tie Dinner in Dallas, Texas – one of the largest LGBTQ fundraisers in the county.

For 2020, the biennial Pride meeting will take place in Toronto, Canada.



Pride Affinity Group Chairs

Darren Gibson
Shareholder
Austin, TX

Lauren Schwartzreich
Shareholder
New York, NY

'Ohana

In April 2019, 'Ohana – Littler's affinity group for attorneys of Asian, South Asian, Pacific-Islander, Middle Eastern and North African descent – gathered to reconnect and discuss diversity and inclusion topics and initiatives during the group's biennial retreat in Miami. Nearly 80 Littler attorneys participated and led sessions on myriad topics, including developing subject matter expertise, associate and shareholder advancement, understanding the firm's array of Service Solutions and drafting elevator pitches, which were delivered to prospective and current clients.

On the final day, 'Ohana's 12 "families" each participated in a hackathon pitch competition. During the year, the families had developed specific ideas on equal and fair access to opportunities, lawyer satisfaction and retention, and diversity and inclusion impact/measurement – all of which were aimed at boosting retention and advancement of people of color within Littler. The families then presented their ideas during the hackathon. One of the proposals was selected as a finalist for the firm's inaugural Wesley J. Fastiff Ingenuity Award, which is designed to foster and encourage innovative ideas at the firm.



'Ohana Affinity Group Chairs

Danielle Herring
Shareholder
Houston, TX

Gene Ryu
Shareholder
Los Angeles, CA

Reunión

The Reunión affinity group – for Hispanic and Latinx attorneys – participated in various legal and professional organizations nationwide, including:

- The Corporate Counsel Conference of the Hispanic National Bar Association in Albuquerque, New Mexico.
- The Hispanic National Bar Association's annual convention in New York City.

For 2020, the biennial Reunión meeting will take place in Puerto Rico.

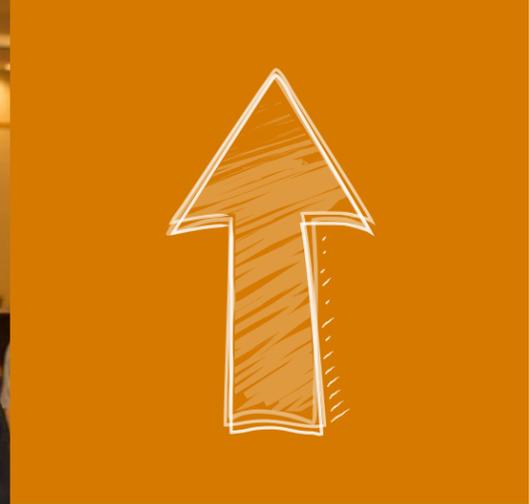
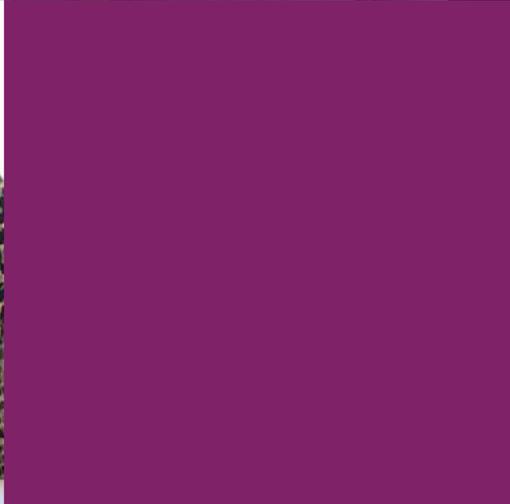


Reunión Affinity Group Chairs

Mishell Parreno Taylor
Office Managing
Shareholder
San Diego, CA

Heather Vigil
Shareholder
Irvine, CA





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 2019, WLI hosted a number of events across the country, including:

- Female associates in Atlanta were invited to lunch with shareholders, and a panel of Atlanta shareholders answered career and work-life balance questions from the associates.
- Female shareholders and associates in the Denver office hosted a client appreciation and networking event at Chocolate Lab. More than 40 women enjoyed an array of creative craft cocktails, charcuterie boards and tasty chocolate creations.
- The Los Angeles office held a wine and cheese social gathering, with 50 attorneys and guests participating. The office also attended "Sisters in Law," a play about former Supreme Court Justice Sandra Day O'Connor and current Supreme Court Justice Ruth Bader Ginsberg.
- The Minneapolis office hosted a gathering of over 60 current and former Littler attorneys at an escape room.
- The Nashville office sponsored its ninth annual women's networking event at PAINT Nail Bar.
- The Philadelphia office held an inaugural professional women's networking event – titled "Margaritas with my Señoritas" – which attracted 45 guests.
- Representatives from Littler's four northern California offices gathered in San Francisco to discuss specific internal goals and broader collaboration with other regions of the state. Other topics included leadership advancement, professional growth, business development, collaborating with male colleagues, and external legal resources.
- At an event in Washington, D.C., attorneys and guests sampled a six-course menu at Bresca and heard from a restaurant partner who is also on the board of directors of the Women Chefs and Restaurateurs group.



Women's Leadership Initiative Chairs

Jennifer Youpa
Shareholder
Dallas, TX

Margaret Parnell Hogan
Shareholder
Denver, CO

Implicit Bias Training

In the latter part of 2018, Littler launched its Implicit Bias training program, which was developed by the firm's Diversity & Inclusion Consulting group in conjunction with an outside organization, the FutureWork Institute. Littler's management committee, the highest governing body, was the first to complete the training. The firm continued the rollout of this training throughout 2019, and all attorneys will complete it by the end of 2020. The office-based, interactive program teaches attorneys to recognize and interrupt unconscious biases that may affect everyday decisions and behaviors in the courtroom, law office, attorney-client relationships, and relationships with others. Participants review case studies and engage in role-playing activities to practice and enforce the concepts taught during the training.



For law firms to successfully enrich their organizational cultures through their ability to recruit, retain and elevate attorneys from diverse backgrounds, races, ethnicities, or experiences, for instance, they must address an unavoidable reality that affects the way we all make decisions: unconscious bias.

Cindy-Ann Thomas
Littler Principal and Co-Chair of the
EEO & Diversity Practice Group



Mansfield Rule Update

For the second consecutive year, Littler earned Mansfield Certification Plus status by considering at least 30% women, lawyers of color and LGBTQ 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% women, lawyers of color and LGBTQ lawyers in certain key leadership roles and on high-profile committees.

Littler was one of nearly 50 firms that partnered with Diversity Lab to pilot the inaugural version of the Mansfield Rule from summer 2017 through mid-2018 and participated in the Mansfield Rule 2.0 over the past year. The firm will take part in Mansfield 3.0 through July 2020, which will include lawyers with disabilities as well as women, lawyers of color, and LGBTQ lawyers among the diverse candidate pool.



Nonbinary Gender Inclusiveness and Identification

In November 2019, Littler announced a new initiative to promote gender identity inclusiveness at the firm. The goals of the initiative are to ensure that each individual's gender identity is respected and to avoid incorrectly gendering people. As part of the initiative, the firm will:

- Adopt gender-neutral language for internal and external communications.
- Eliminate the use of gender-based pronouns in human resources documents, and provide the option of a nonbinary identifier.
- Ensure marketing collateral and substantive materials are gender neutral.
- Include a voluntary option in signature blocks to allow for preferred pronoun identification.

Recognition

The American Lawyer — AmLaw 200

- Named to Diversity Scorecard, 2016-2019
- Ranked #3 – Female Equity Partnership, 2017-2019

Diversity Lab

- Certified as a Mansfield Plus Law Firm, 2018-2019

Employment Law360

- Ranked #1 – Ceiling Smasher, 2017-2019
- Ranked #1 – Best Law Firms for Women, 2017-2019

Human Rights Campaign – Best Places to Work for LGBTQ Equality

- Earned 100% Corporate Equality Index rating, 2009-2020

Leadership Council on Legal Diversity

- Named, Top Performer, 2014-2019
- Winner, Compass Award, 2018-2019

National Law Journal 500

- Ranked #7 – Women’s Scorecard, 2019

Ohio Women’s Bar Association — Diversity & Inclusion Champion Award

- Winner, 2019

The Recorder – California Leaders in Tech Law and Innovation Awards

- Winner, Innovations in Diversity and Inclusion Award, 2019

Vault Law 100

- Ranked #5 – Diversity for Minorities, 2020
- Ranked #8 – Best Law Firms for Diversity Overall, 2020
- Ranked #9 – Diversity for Women, 2020
- Ranked #11 – Diversity for LGBTQ, 2020
- Ranked #12 – Diversity for Individuals with Disabilities, 2020

Women in Law Empowerment Forum

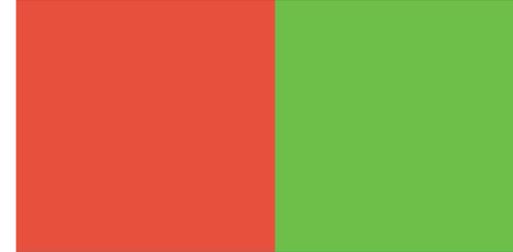
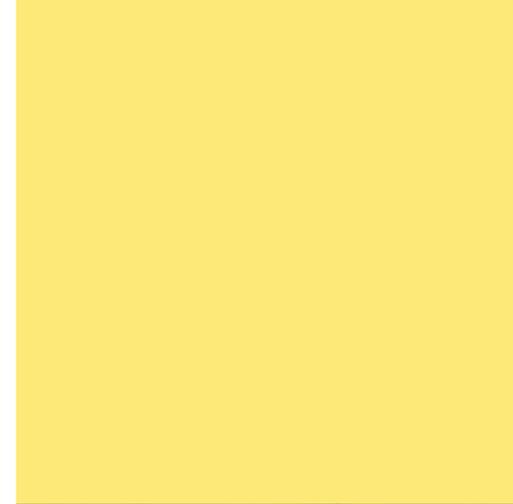
- Certified as a “Gold Standard Firm,” 2011-2019

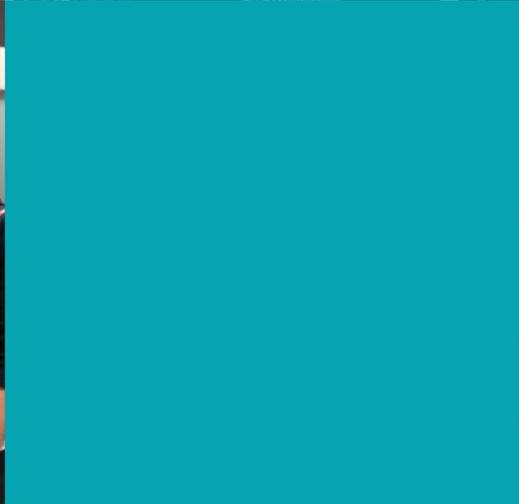
Working Mother Magazine

- Named, Best Law Firms for Women, 2011-2014, 2016-2019
- Inaugural Hall of Fame Inductee, 2019

Yale Law Women

- Named, Top Ten Firm for Gender Equity, 2018-2019





Leadership and Industry Engagement

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

- California Minority Counsel Program
- Charting Your Own Course
- Corporate Counsel Women of Color
- DirectWomen
- Diversity Lab
- Hispanic National Bar Association
- Leadership Council on Legal Diversity
- Minority Corporate Counsel Association
- National Association of Muslim Lawyers
- National Asian Pacific American Bar Association
- National Association of Women Lawyers
- National Bar Association
- National Employment Law Council
- National LGBT Bar Association
- Out Leadership
- South Asian Bar Association of North America
- Women, Influence & Power in Law



Littler's 2019 Executive Employer Conference began with preconference sessions on diversity and inclusion. Three panels examined important diversity issues in the workplace, including a panel on "Turning Crisis into Meaningful Cultural Change" that featured representatives from Starbucks discussing how the company has handled high-profile diversity and inclusion matters. The two other panels considered gender equality and unconscious bias.

Littler[®]