



[Equity + Inclusion =
Diversity

Diversity – Our Commitment

At Brown Rudnick, we are committed to ensuring that each lawyer, paralegal and administrative professional is provided an equal opportunity to succeed based on individual merit. We are committed to the value of diversity and to ensuring the equitable and inclusive treatment of all members of the Brown Rudnick community. This commitment informs every aspect of our Firm's operations, from recruitment and hiring, to professional development and mentoring, to Firm management and leadership.

We support this commitment by dedicating significant resources to initiatives and programs that help us recruit, retain and promote high-performing individuals from all walks of life. These efforts are led by our Equity, Inclusion and Diversity Partner, Sunni P. Beville, and our Director of Equity, Inclusion and Diversity, Ari Joseph, who advise the Firm on how best to identify and address unconscious cognitive biases, increase the representation of women and people from diverse backgrounds at all levels, including the partnership, and create a more inclusive workplace environment for all members of the Firm.



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Our Equity, Inclusion and Diversity Initiatives

Firm Operations

- Four of nine associates elevated to partner in 2018 and 2019 were women.
- Our Equity, Inclusion and Diversity (EID) Partner and Director of EID are members of our senior leadership team and meet weekly with our CEO and Managing Directors.
- Our EID team partners with practice group and department leaders across the Firm to identify, interrupt, and mitigate the effects of cognitive biases in all Firm operations, including recruitment, professional development, compensation, elevation and committee assignments.
- The Firm provides all associates with work allocation support and professional advice from our Associate Development and Training Managers (ADMs).
 - ADMs are former practicing lawyers who staff all associates on new matters after considering each associate's workload and availability, level of experience, areas of expressed interest and professional development goals.
- The Firm also:
 - Tracks and monitors the work assignments, billable hours, hiring, and attrition rates for all lawyers, including women and lawyers from diverse backgrounds.
 - Monitors the gender, race / ethnicity and sexual orientation of lawyers assigned to pitch and client teams.
 - Encourages the use of alternative work schedules, including remote and reduced hours work.
 - Surveys women and lawyers from diverse backgrounds to determine ways the Firm can better support their advancement.
 - Runs sexual harassment, anti-discrimination and anti-bullying trainings.
 - Runs cognitive bias trainings that educate lawyers and staff on:
 - How to identify and label distinct cognitive biases that impact the business of law and our treatment of others.
 - How individuals can develop strategies to interrupt or mitigate cognitive biases in their practices.
 - Ways we can improve performance at work, both in our own careers and those of our colleagues.

Our Equity, Inclusion and Diversity Initiatives

Compensation

- Annually completes a full review of compensation practices and procedures for all lawyers, including equity partners.
- Annually uses an Associate Review Committee, comprised of partners from across all Firm offices and practice groups, in order to help interrupt and mitigate against the effects of cognitive biases on the annual review and compensation process.
- Based on recommendations from the American Bar Association's Commission on Women in the Profession's Gender Equity Task Force, the Firm has enacted changes intended to ensure that unconscious cognitive biases do not influence compensation decisions and ensure that activities affecting institutional stability, such as time spent working on projects and initiatives related to equity, inclusion and diversity, are given due consideration for bonus purposes.
- In order to add transparency to the compensation process, the Firm provides a detailed memo to each partner that outlines how origination credit is determined, what the compensation committee is looking for, and best practices for how compensation memos should be completed. In addition, Managing Directors hold information sessions for all associates on the compensation process and speak with each new partner to describe the process and answer questions one-on-one.
- Our EID Partner and / or Director of EID attend associate and partner review and compensation meetings.

Hiring and Recruiting

- The Firm maintains a robust diversity database, which allows us to track hires and attrition.
- The Firm uses competency-based behavioral interviews for new hire and lateral associate interviews.
- The Firm partners with groups such as the LGBT Bar Association, Hispanic National Bar Association, SEO-London, and Boston Lawyers Group to undertake diversity-based recruiting initiatives.
- The Firm sponsors an industry-leading 1L Social Mobility Diversity Fellowship for students who are first in their families to graduate from college that:
 - Provides enhanced mentoring and other supports throughout all of law school.
 - Provides up to \$22,500 as an honors scholarship.

Our Equity, Inclusion and Diversity Initiatives

Supporting New Parents

- Supports a parents' resource group – the Parents Forum.
- Offers a market-leading Adoption Benefits Policy that provides significant financial support and paid childcare leave for new adoptive parents.
- Supports a ramp-up / ramp-down program for new parents with primary caregiver responsibilities that provides eight weeks of ramp-down time prior to childcare leave and an additional eight weeks of ramp up time upon returning from leave.
- Supports a mentoring program for new mothers and engages in partnerships with Milk Stork, a breast milk transportation service for career-minded mothers, and Mindful Return, a work-life balance coaching e-course and online community for new parents.

Further Initiatives

- Provides business development training for all lawyers, including business development best practices seminars led by equity partners from across the Firm and one-on-one coaching that is tailored to the needs of each individual lawyer.
- Supports the Firm's Women's Initiative and Diverse Attorney Working Network (DAWN).
- Provides all new associate hires with an associate and partner advisor as part of our Advisor Program.
- Supports associates through a "Find Balance in Life" program that provides monthly gift cards to all associates and professional track lawyers to encourage them to do something for themselves outside of the office (e.g., dinner, theater, gifts).
- Distributes a Firmwide Equity, Inclusion and Diversity weekly newsletter called "Tuesday Connections" in order to educate, inform, and connect people across our eight offices.
- Shares Q&As interviewing our lawyers and administrative professionals, including women and lawyers from diverse backgrounds, thereby raising their profiles across the Firm.
- Are corporate partners with:
 - The Ellevote Network, a professional development and networking organization, providing all women lawyers with Ellevote memberships.
 - Diversity Lab's Mansfield Rule, Hackathon, and OnRamp Fellowship.
- Provides trainings on:
 - Sponsorship and how to be a good protégé
 - Navigating office politics / the power of influence
 - Generational diversity
 - Networking best practices
 - Effectively communicating across differences

Diversity Events and Activity Based Initiatives



- Hosted Women's Initiative social lunches (within each office).
- Hosted cultural lunches with guest speakers and professional development programs.
- Hosted "Brown Rudnick and Proud" LGBTQ client development events.
- Hosted "Women in Business" networking events featuring high profile guest speakers such as Kathryn Sargent, Savile Row's first female master tailor, and Cressida Dick, Director-General at the UK Foreign and Commonwealth Office (and next Metropolitan Police Commissioner) (London).
- Hosted speed networking events for law students from diverse backgrounds (Boston and New York).
- Hosted an offsite mid-level associate retreat.
- Sponsored attendance at women's business development and work-life related conferences, such as the prestigious:
 - Women Rainmaker's Roundtable.
 - Chamber of Commerce's Women Leadership Program.
 - Ellevate Network's "Mobilize Women" Summit.
- Founding sponsor of Elles & Droit, a Paris-based women's networking and professional development non-profit.

Equity, Inclusion and Diversity Events and Activities

Our culture is one of giving back. Our lawyers independently support dozens of organizations related to pro bono, diversity and pipeline initiatives, and the Firm has proudly partnered with the following organizations:

- 30% Club
- Arts & Business Council of Greater Boston
- Boston Lawyers Group's Job Fair
- Boston Lawyers Group's Summer Internship Program
- Century High School, Santa Ana, CA
- Diversity Lab Women in Law Hackathon
- Diversity Lab's Mansfield Rule
- Diversity Lab's OnRamp Fellowship
- East Boston High School, Boston, MA
- Ellevate Network
- Elles & Droit
- Fondation des Femmes
- Generation Citizen
- Hartford Public Library
- Hispanic National Bar Association (HNBA)
- Howard University School of Law's Private Sector Boot Camp
- Hull Lifesaving Museum
- Hunter College Pre-Law Program
- Lawyers Collaborative for Diversity
- Legal Outreach's Summer Internship Program
- LIFEbeat's Mentoring and Summer Camp
- LGBT Bar Association and the Lavender Law Career Fair
- Mark Twain House & Museum
- Metropolitan Black Bar Association (MBBA)
- National Diversity Pre-Law Conference
- New York City Bar Association's Office of Diversity and Inclusion
- New York City Bar Association's Thurgood Marshall Internship Program
- New York City Urban Debate League
- Orange County Coalition for Diversity in the Law
- Orange County Lavender Bar Association
- Orange County Hispanic Bar Association
- Sponsors for Educational Opportunity (SEO) – London
- University of California – Irvine Saturday Academy of Law



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Corporate Restructuring
Associate

As a former judicial law clerk and lateral lawyer, I've found that Brown Rudnick's platform is accelerating my professional growth and career. My colleagues are driven yet very supportive. They enhance the collaborative and collegial work environment that the Firm promotes through its progressive operating model. Brown Rudnick gives me the opportunity to excel with rigorous thought provoking assignments. The Firm also encourages me to continue in my bar leadership roles and community involvement, which is a core Firm value.

Diversity Statistics: London

As of July 2019

AGE								
	16-24	25-34	35-44	45-54	55-64	65+	Choose Not to Say	No Response
Partners	0.00%	0.00%	26.67%	36.67%	10.00%	0.00%	3.33%	23.33%
Associates	0.00%	65.52%	10.34%	3.45%	0.00%	0.00%	0.00%	20.69%
Business Services	4.62%	32.31%	4.62%	23.08%	3.08%	1.54%	0.00%	30.77%
Grand Total	2.42%	32.26%	11.29%	21.77%	4.03%	0.81%	0.81%	26.61%

GENDER IDENTITY					
	Man	Woman	Other	Choose Not to Say	No Response
Partners	70.00%	30.00%	0.00%	0.00%	0.00%
Associates	37.93%	62.07%	0.00%	0.00%	0.00%
Business Services	32.31%	64.62%	0.00%	3.08%	0.00%
Grand Total	42.74%	55.65%	0.00%	1.61%	0.00%

TRANSGENDER IDENTITY				
	Yes	No	Choose Not to Say	No Response
Partners	0.00%	73.33%	3.33%	23.33%
Associates	0.00%	79.31%	0.00%	20.69%
Business Services	0.00%	66.15%	3.08%	30.77%
Grand Total	0.00%	70.97%	2.42%	26.61%

GENERAL DISABILITY				
	Yes	No	Choose Not to Say	No Response
Partners	3.33%	70.00%	3.33%	23.33%
Associates	0.00%	79.31%	0.00%	20.69%
Business Services	1.54%	66.15%	1.54%	30.77%
Grand Total	1.61%	70.16%	1.61%	26.61%

DISABILITY IN THE PAST 12 MONTHS					
	Yes, Limited a Lot	Yes, Limited a Little	No	Choose Not to Say	No Response
Partners	0.00%	3.33%	70.00%	3.33%	23.33%
Associates	0.00%	0.00%	79.31%	0.00%	20.69%
Business Services	0.00%	0.00%	67.69%	1.54%	30.77%
Grand Total	0.00%	0.81%	70.97%	1.61%	26.61%

Diversity Statistics: London

As of July 2019

RACE/ETHNICITY								
	White	Arab / North African	Black / Black British	Asian / Asian British	Two or More Races	Other	Choose Not to Say	No Response
Partners	76.67%	3.33%	3.33%	6.67%	3.33%	3.33%	3.33%	0.00%
Associates	72.41%	0.00%	0.00%	17.24%	6.90%	0.00%	3.45%	0.00%
Business Services	66.15%	0.00%	9.23%	10.77%	7.69%	3.08%	3.08%	0.00%
Grand Total	70.16%	0.81%	5.65%	11.29%	6.45%	2.42%	3.23%	0.00%

RELIGION/BELIEF										
	No Religion / Atheist	Buddhist	Christian	Hindu	Jewish	Muslim	Sikh	Any Other Religion or Belief	Choose Not to Say	No Response
Partners	20.00%	3.33%	40.00%	0.00%	6.67%	0.00%	3.33%	0.00%	3.33%	23.33%
Associates	34.48%	0.00%	24.14%	6.90%	6.90%	3.45%	3.45%	0.00%	0.00%	20.69%
Business Services	30.77%	0.00%	26.15%	0.00%	0.00%	3.08%	0.00%	3.08%	6.15%	30.77%
Grand Total	29.03%	0.81%	29.03%	1.61%	3.23%	2.42%	1.61%	1.61%	4.03%	26.61%

SEXUAL ORIENTATION						
	Bi	Gay / Lesbian	Hetero-sexual / Straight	Other	Choose Not to Say	No Response
Partners	0.00%	0.00%	96.67%	0.00%	3.33%	0.00%
Associates	0.00%	3.45%	93.10%	0.00%	3.45%	0.00%
Business Services	1.54%	1.54%	84.62%	0.00%	6.15%	6.15%
Grand Total	0.81%	1.61%	89.52%	0.00%	4.84%	3.23%

SCHOOL TYPE					
	UK State-Run	UK Independent School	Outside of UK	Choose Not to Say	No Response
Partners	36.67%	23.33%	13.33%	3.33%	23.33%
Associates	31.03%	31.03%	17.24%	0.00%	20.69%
Business Services	44.62%	9.23%	10.77%	4.62%	30.77%
Grand Total	39.52%	17.74%	12.90%	3.23%	26.61%

PARENTS' EDUCATION LEVEL AT AGE 18						
	One + With Degree Level Qualification	Qualifications Below Degree Level	No Formal Qualifications	Don't Know	Choose Not to Say	No Response
Partners	43.33%	20.00%	10.00%	0.00%	3.33%	23.33%
Associates	65.52%	6.90%	3.45%	3.45%	0.00%	20.69%
Business Services	26.15%	23.08%	10.77%	4.62%	4.62%	30.77%
Grand Total	39.52%	18.55%	8.87%	3.23%	3.23%	26.61%

Diversity Statistics: London

As of July 2019

PARENTS' PROFESSION

	Modern Professional Occupations	Clerical and Intermediate Occupations	Senior Managers and Administrators	Technical and Craft Occupations	Semi-Routine Manual and Service Occupations	Routine Manual and Service Occupations	Middle or Junior Managers
Partners	20.00%	0.00%	20.00%	3.33%	3.33%	0.00%	10.00%
Associates	20.69%	0.00%	20.69%	3.45%	0.00%	0.00%	0.00%
Business Services	12.31%	7.69%	9.23%	12.31%	1.54%	6.15%	1.54%
Grand Total	16.13%	4.03%	14.52%	8.06%	1.61%	3.23%	3.23%

PARENTS' PROFESSION

	Traditional Professional Occupations	Short-Term Unemployed	Retired	Other	Don't Know	Choose Not to Say	No Response
Partners	13.33%	0.00%	3.33%	0.00%	0.00%	3.33%	23.33%
Associates	20.69%	3.45%	3.45%	0.00%	3.45%	3.45%	20.69%
Business Services	7.69%	0.00%	0.00%	6.15%	0.00%	4.62%	30.77%
Grand Total	12.10%	0.81%	1.61%	3.23%	0.81%	4.03%	26.61%

PRIMARY CAREGIVER OF CHILD(REN)

	Yes	No	Choose Not to Say	No Response
Partners	43.33%	30.00%	3.33%	23.33%
Associates	24.14%	51.72%	3.45%	20.69%
Business Services	10.77%	53.85%	4.62%	30.77%
Grand Total	21.77%	47.58%	4.03%	26.61%

PRIMARY CAREGIVER OF ADULT

	No	Yes, 1-19 Hours Per Week	Yes, 20-49 Hours Per Week	Yes, 50 or More Hours Per Week	Choose Not to Say	No Response
Partners	63.33%	6.67%	3.33%	0.00%	3.33%	23.33%
Associates	75.86%	0.00%	0.00%	0.00%	3.45%	20.69%
Business Services	53.85%	12.31%	0.00%	0.00%	3.08%	30.77%
Grand Total	61.29%	8.06%	0.81%	0.00%	3.23%	26.61%