

# Racial Equity Council

2021 Annual Report

February 22, 2022 - Private and confidential



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# Introduction

We are pleased to share the second Racial Equity Council (“REC”) Annual Report. This report provides substantive updates on all of the programming and initiatives implemented by REC in 2021, as well as a summary of our focus areas and proposed activities for 2022.

The overarching mission of the REC has not changed: our work remains focused on **enhancing the experience of our Black personnel and advancing racial equity throughout the Firm**. With the full support of Firm management, we made significant progress towards these goals in a number of ways over the last year, including: (i) successfully managing the REC Sponsorship Pilot Program; (ii) significantly increasing the number of Black attorneys at the Firm through an aggressive approach to recruiting and hiring Black talent; and (iii) identifying and implementing process changes to promote equity in leadership and promotion opportunities for our business services personnel through open and consistent dialogue with Firm leadership. We also seized every opportunity to connect Black personnel across the Firm’s offices through formal and informal events that promoted fellowship and sense of belonging. These events served to energize and excite our Black personnel about the present and future of the Firm, even as we continue to work in a partially virtual world.

As much as the REC has accomplished since its inception in 2020, we feel strongly that the most significant challenge lies ahead as we endeavor to fortify the infrastructure we have developed over the last 18 months. With respect to racial equity issues, we still need to do more as a Firm to foster a culture that is not just “equal,” but aggressively fair. We need to move beyond feelings of “I’m not doing anything wrong” towards an affirmative commitment to do something right. This will require individual honesty and accountability. Every member of our Firm must ask themselves: ***What am I doing to advance the Firm’s racial equity goals?***

To date, and in large part by design, most of what the REC has accomplished has been internally driven and focused. However, these initiatives will ultimately only be as successful as the sustained support from Firm management and the buy-in from each member of our Firm. As we continue to evolve, we should consider an audit of our various initiatives relative to best practices in the marketplace. We also need to invest time and resources into identifying and designating experienced diversity professionals to help guide and support the REC initiatives and the Firm’s broader diversity, equity, and inclusion efforts.

Looking forward, our goal is to ensure that the programming and initiatives the REC has designed and implemented remain viable and self-sufficient over the long term. We also continue to search for innovative ways to promote racial equity throughout the Firm. Although the path forward is long and not without difficulty, we remain convinced that with the continued dedication of the REC members and Firm management, as well as improved and sustained engagement from all Firm personnel, the REC will continue to affect real and lasting change for our Black personnel and for our Firm as a whole.

**Ryan E. Manns and Jamila S. Mensah**  
***Co-Chairs, Racial Equity Council***

# REC Members



**Ryan E. Manns\***  
*Partner, Dallas*



**Jamila S. Mensah\***  
*Partner, Houston*



**Noam Ayali\***  
*Partner, Washington*



**Kim Caine\***  
*Partner, Washington*



**Shauna Johnson  
Clark \***  
*Partner, Houston*



**Beau Cox**  
*Partner, Dallas*



**Vincent Dunn\***  
*Partner, New York*



**Ikenna Emehele\***  
*Partner, New York*



**Debra Gatison Hatter**  
*Partner, Houston*



**Christopher Pelham**  
*Partner, Los Angeles*



**Carlos R. Rainer\***  
*Partner, Houston*



**Sumantha Rani Sedor**  
*Partner, New York*



**Christine Brozynski**  
*Sr. Associate, New York*



**Alicia M. Grant\***  
*Sr. Associate, San Antonio*



**Esha Kamboj\***  
*Associate, Washington*



**Jackie Karama**  
*Associate, Los Angeles*



**Ryan Meltzer**  
*Sr. Associate, Austin*



**David G. Moore, Jr.\***  
*Associate, Houston*



**Reginald Wilson\***  
*Sr. Associate, Houston*



**Kimberlyn Alford\***  
*Practice Manager, Washington*



**Tanya Charles**  
*Sr. Marketing Events Coordinator, New York*



**Kelly Charles**  
*Sr. Paralegal, New York*



**Terra Davis**  
*Diversity and Inclusion Manager, Dallas*



**Shawn Spearman**  
*Sr. Paralegal, Houston*



**Warren Walker\***  
*Houston IT Customer Service Team Lead*

# Overview

Over the last year, the REC remained focused on implementing initiatives and programming designed to promote meaningful change by refining and propelling the Firm's strategy for recruiting, retaining, developing, and promoting Black lawyers and Business Services personnel. In recognition of the substantial amount of work required for the continued development and implementation of the REC initiatives, Firm management supported the appointment of a number of new members to the REC last year. The REC has grown to 24 members: twelve partners, seven associates, and five Business Services employees located throughout the Firm's US offices. The REC general body now meets bi-weekly, the REC co-chairs continue to meet with Firm leadership on a bi-weekly basis, and the REC Business Services subcommittee meets with Firm management on a quarterly basis. The focus of these meetings is to discuss the development and implementation of the REC's action plans and to ensure mutual accountability for achieving the targeted objectives.

In 2021, the REC continued to drive its flagship programming while launching a number of new initiatives and events, all of which promoted racial equity throughout the Firm while improving the individual experiences of Black personnel. Some of the REC's most significant activities and achievements in 2021 included:

- fortifying the Sponsorship Pilot Program, which resulted in an improvement in utilization for a number of Black attorneys as well as an enhanced sense of belonging and engagement;
- helping the Firm achieve a 100% acceptance rate on offers to 12 out of 13 Black summer associates;
- securing changes to the process for posting, interviewing, and selecting Business Services personnel for promotions; and
- partnering with BARBRI to provide scholarships for qualified Black candidates to attend BARBRI'S Summer Pre-Law Program.

Future areas of focus include transition of the Sponsorship Pilot Program into a more refined and permanent fixture of the Firm's training and development offerings; further exploration of a leadership development/sponsorship program for Business Services personnel; and strategic planning for law school and lateral recruitment and hiring.

# REC Subcommittee Formation

After evaluating the goals accomplished in 2020-2021 and assessing the work required to implement and manage our future initiatives, the REC moved to establish individual subcommittees, each designed to focus on developing and advancing key REC initiatives. The current REC Subcommittees include:

- Sponsorship
- Business Services
- Non-Partner Lawyers
- Programming/The Forum
- Recruiting
- Law Student Scholarship
- Partner Practice Development

The following is an overview of each subcommittee's goals and activity to date, as well as some feedback and plans for future initiatives.



# Sponsorship

## Overview

The REC Sponsorship Program is designed to maximize the opportunities for Black non-partner lawyers to succeed at the Firm through enhanced career development and increased visibility within the Firm and support from senior lawyers. Upon onboarding into the Program, each Black non-partner lawyer<sup>1</sup> (“Protégé”) is paired with one or two established partners who serve as Sponsors. Each Protégé is also assigned a REC Partner Advocate to serve as a resource and facilitator for the Sponsor/Protégé relationships. Additionally, the Management Committee, the Diversity Committee, the Diversity & Inclusion team, Legal Talent Management, and Learning and Development all provide support for the program.

## Members

The Sponsorship subcommittee members are Noam Ayali (Washington, D.C.), Shauna Clark (Houston), Ike Emehelu (New York), Debra Hatter (Houston), and Sumi Sedor (New York).

## 2021 Actions and Events

At the inauguration of the Sponsorship Program, the REC Partner Advocates worked closely with Firm management and the Practice Group Leaders to identify the partners best positioned to help the Protégés achieve key career goals, accelerate their development as practitioners, enhance their client management and business development skills, and obtain increased visibility within the Firm and with clients.

In 2021, the REC continued to oversee the Sponsorship Program following the guidelines developed in 2020. In particular:

- Sponsors and Protégés met with each other and with their REC Advocates on a regular basis;
- REC hosted a meeting with the Protégés to solicit feedback regarding their experience with the Sponsorship Program to date;
- each REC Advocate reported to the REC on the successes and challenges of the individual Sponsor/Protégé pairings;
- the REC organized quarterly meetings with Team Leaders and Firm Management to review the progress of the Sponsorship Program; and
- the REC engaged with Legal Talent and the Attorney Evaluation Committee to share information about Protégés that is not necessarily reflected in the utilization metrics, and to solicit ideas from Legal Talent on ways to further strengthen the Sponsorship Program.

## Feedback

The success of the Sponsorship Program in 2021 was buoyed largely by the proactive efforts of the Sponsors and Protégés themselves. The feedback from Protégés and Sponsors was overwhelmingly positive. Said one participant: “One of the biggest benefits for me has been a feeling of connectedness versus isolation. I feel as though I don’t have to be watching my back all the time because there are people looking out for me – my sponsor and my REC Advocate.”

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<sup>1</sup> Currently, participation in the Sponsorship Program is limited to Associates, Senior Associates, Counsel, and Senior Counsel. The Program does not include Staff Counsel or other attorneys with unique employment arrangements with the Firm.

In general, most Protégés experienced an improvement in utilization since the inception of the sponsorship program. Additional feedback indicated that the Sponsorship Program has been a boon for retention and recruiting. Although some Proteges continue to express interest in meeting with their Sponsors more often, the majority of Protégés reported feeling a stronger sense of community and support at the Firm. In addition, feedback indicates that the Sponsorship Program has been a valuable recruiting tool, as a number of the Black summer associates returning to the firm in 2022 identified the Program as a key factor in their evaluation of future opportunities.

### **Areas of Focus for 2022**

The primary focus of the Sponsorship subcommittee in 2022 will be to evaluate and refine the structure and implementation of the program to ensure its viability going forward. The strategy to achieve this goal includes the following:

- developing an introductory REC mentorship/advocacy program for first year associates to provide support for the new lawyers before they are assigned to teams and become eligible for the sponsorship program;
- establishing a protocol for determining when and how to transition Proteges out of the Sponsorship Program and into other targeted developmental programs offered by the Firm, such as the Leadership Development Program; and
- developing a protocol for onboarding eligible lateral non-partner lawyers into the Sponsorship Program.



# Business Services

## Overview

The Business Services Subcommittee (“BSS”) remains focused on improving the developmental and advancement opportunities for Black Business Services personnel, as well as creating opportunities and hosting social events to increase engagement for Black employees throughout the Firm.

## Members

The BSS members are Kimberlyn Alford (Washington), Kelly Charles (New York), Tanya Charles (New York), Shawn Spearman (Houston), and Warren Walker (Houston).

## 2021 Actions and Events

As stated in last year’s Annual Report, the REC identified the lack of advancement opportunities as a critical issue facing the Firm’s Black Business Services personnel. The BSS conducted several meetings with Firm leadership in 2021 in order to address this issue. Through those meetings and review of Firm data, the BSS determined that opportunities for career development and advancement for Black personnel could be improved with a more formalized structure for identifying, communicating, and filling open positions (particularly management/supervisory positions), as well as a more deliberate process and increased transparency.

In partnership with Firm leaders, the BSS identified the following recommendations and initiatives to increase the hiring and promotion of Black business professionals:

- a focus on internal promotions and career opportunities for Black employees;
- a review of the internal and external application process with Human Resources;
- the promotion of the referral bonus program to stimulate networking and referrals;
- identifying job fairs and recruiting events to attend with REC members;
- regular meetings with regional and local Human Resources managers to discuss work environment; and
- collaboration with the REC members on further ideas and recommendations.

Additionally, the REC requested and helped facilitate the following changes and enhancements to the Business Services recruitment and selection process:

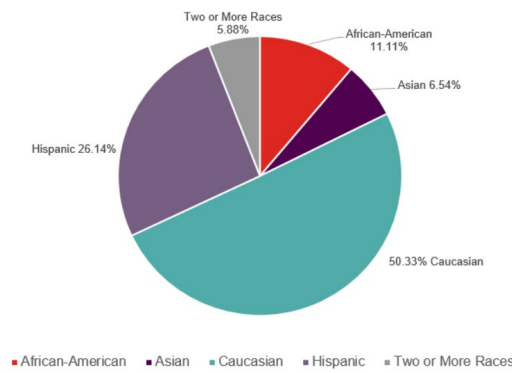
- all open positions require a requisition before they can be posted and filled;
- all open positions are posted internally and certain positions are limited to internal applicants;
- a diverse candidate slate is required for managerial positions;

- opportunities are highlighted in the US Connections weekly newsletter;
- hiring managers are required to undergo unconscious bias training; and
- Human Resources will periodically provide the BSS with metrics on the hiring of Black personnel as a means of tracking and measuring the Firm’s progress.

In 2021, only 11% percent of the Firm’s Business Services hires were Black, as shown in Diagram #1. As reflected in Diagram #2, there was a gradual increase in the number of Black Business Services hires throughout the year.

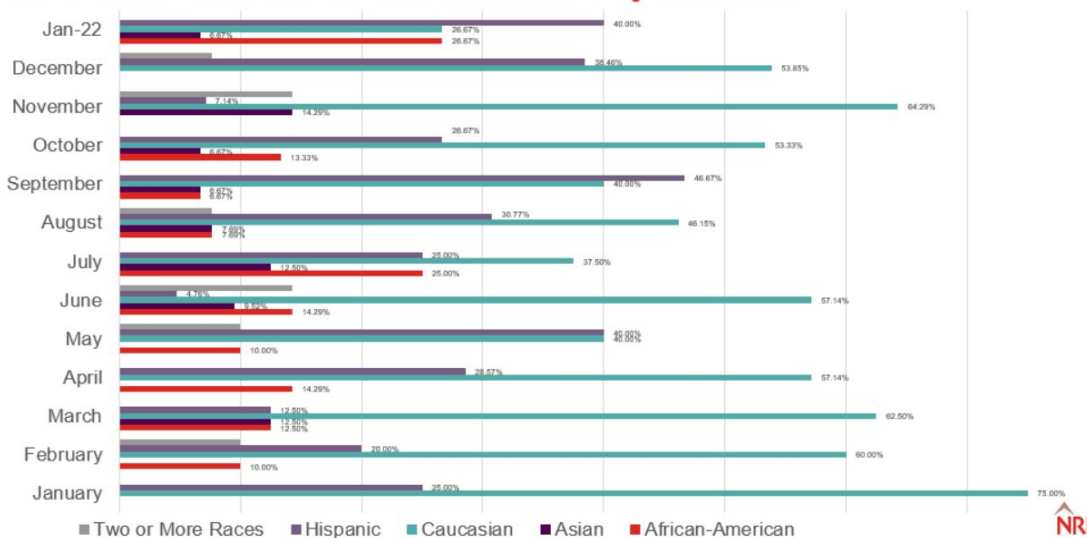
**Diagram #1**

**Business services hires Jan 2021 to Jan 2022**  
\*information as of January 18, 2022



**Diagram #2**

**Business services: 2021 hires by month**



In addition to the work addressed above, the BSS met regularly throughout the year, and also scheduled and hosted a number of social events for Black Business Services personnel across the Firm, including a virtual “Paint and Sip” event in December 2021.

**Areas of Focus for 2022**

The BSS will continue to focus on its hiring and promotion initiatives through regular meetings with Firm management and periodic assessment of hiring and promotion data for Black employees. Additionally, the BSS continues to brainstorm about potential developmental opportunities, such as the implementation of a Career Development Program or similar program designed to provide interested personnel with targeted training, networking, and advancement opportunities within the Firm.

# Non-Partner Lawyers

## Overview

The Non-Partner Lawyers (“NPL”) subcommittee develops and hosts networking opportunities and social events for the Firm’s Black non-partner lawyers. In addition, the NPL was tasked with obtaining candid feedback with respect to the successes and challenges of the Sponsorship Program. The NPL hosted quarterly events throughout 2021 to promote inclusivity and comradery, while discussing ways in which the Firm can improve the retention, development, and promotion of Black non-partner lawyers.

## Members

The NPL subcommittee members are Alicia Grant (San Antonio), Esha Kamboj (Washington), Jackie Karama (Los Angeles), David Moore (Houston), and Reginald Wilson (Houston).

## 2021 Actions and Events

- **Virtual Snack Tasting Event (March 2021)**. 12 Black Non-Partners attended and tasted snacks from Olive and Cocoa. During the event, the group brainstormed about best practices for maximizing the Sponsor/Protege relationships. The group concluded that both Proteges and Sponsors could benefit from additional training.
- **Virtual Wine Tasting and Farewell Event (July 2021)**. The NPL hosted this event for REC members and the Black summer associates. The group received positive feedback from the summer associates with respect to the opportunity to have a Sponsor throughout their careers at the Firm.
- **Virtual Name that Tune Trivia Event (November 2021)**. as an end of the year holiday celebration. The group discussed how the REC’s Sponsorship Program assisted with exposure to clients and additional assignments. The group also discussed their shared desire to be more involved with client pitches.
- **NPL Subcommittee Check-Ins**. The NPL committee made a concerted effort to contact each non-partner lawyer individually for one-on-one calls to check in on mental health and collect feedback regarding sponsorship.

## Feedback and Areas of Focus for 2022

The NPL subcommittee made significant strides throughout 2021. The most significant challenge for the NPL subcommittee was encouraging the Black non-partner lawyers to feel comfortable asking questions and voicing concerns to Firm management and the REC partners. Through multiple social events and meetings, the subcommittee created a safe space where Black non-partner lawyers felt comfortable discussing their experiences and challenges within the Firm.

Overall, the biggest takeaway for 2021 was the success of the Sponsorship Program. The group discussed ways in which Protégés can be proactive in the development of their Protégé/Sponsor relationships and their careers. In particular, the group explored the importance of creating and implementing a business plan focused not only on career goals but also personal goals. The NPL subcommittee challenged the group to engage in candid discussions with their Sponsors about their business plans and their overall development.

In 2022, the subcommittee will continue to create opportunities for open, candid discussions for the Firm's Black non-partner lawyers by hosting social and networking events throughout the year. The NPL subcommittee would also like to explore the opportunity, circumstances permitting, to host an in-person retreat for the Firm's Black non-partner lawyers in 2022.

# Programming/The Forum

## Overview

The REC created the Forum Speaker Series in 2020 to identify speakers and other programming in furtherance of the REC's objectives. In 2021, the REC created the Programming/Forum subcommittee to support those efforts and to develop and implement additional learning and development opportunities for the Firm.

## Members

The Programming/Forum subcommittee members are Christine Brozynski (New York), Kim Caine (Washington), Tanya Charles (New York), Terra Davis (Dallas), and Alicia Grant (San Antonio). The subcommittee also works closely with Nina Godiwalla (US Director, Diversity & Inclusion) and Jessica Adebisi (Senior Director, Diversity & Inclusion) to develop and implement REC programs and events.

## 2021 Actions and Events

The Forum met its dual objectives of fostering community within, and providing professional advice to, the Black NRF community and educating all Firm personnel on topics relating to racial equity by hosting/sponsoring three CLE-approved events in 2021:

- (1) **Racial Equity Council Panel Discussion** with James Waters, General Counsel of Frost Bank, and Nicole Keen, General Counsel of Smiths Interconnect;
- (2) **Black Excellence: Trailblazers, Standouts, and Icons in the Legal Profession**, a panel discussion with Honorable Vanessa Gilmore, United States District Judge for the Southern District of Texas, Honorable Jason Pulliam, United States District Judge for the Western District of Texas, Angel Willis, Vice President, General Counsel & Secretary of Sealed Air Corporation, Leonard Baynes, Dean and Professor of Law at University of Houston Law Center; and
- (3) **The Exoneration of Alfred Dewayne Brown – Pro Bono and Ethics in Action** where Brian Stolarz, Senior Counsel, shared Mr. Brown's story with the firm.

## Feedback and Areas of Focus for 2022

The Forum plans to continue the positive momentum from its inaugural year by offering quarterly programming for 2022. The subcommittee has identified prospective speakers for 2022 including Baratunde Thurston, writer, comedian, and commentator, who authored the *New York Times* bestseller *How to be Black*; Dr. KMarie King, the first black female chair of surgery at an academic health science center; Heather McGee, political commentator, strategist, and author of *The Sum of US: What Racism Costs Everyone and How We Can Prosper Together*; Sherrilyn Ifill, law professor and president and director-counsel of the NAACP Legal Defense Fund; and Bryan Stevenson, lawyer, social justice activist, founder/executive director of the Equal Justice Initiative, law professor at New York University School of Law, and the real-life inspiration of the movie *Just Mercy*. The first 2022 Forum event is tentatively planned for April 2022.

# Recruiting

## Overview

The Recruiting subcommittee is focused specifically on addressing and improving recruiting efforts in order to increase the number of Black applicants and hires within the Firm. The subcommittee meets on a bi-monthly basis to discuss initiatives and recruiting efforts within the Firm, and works closely with the Firm's Recruiting team to implement these efforts.

## Members

The Recruiting subcommittee members are Esha Kamboj (Washington), Ryan Manns (Dallas), Jamila Mensah (Houston), Carlos Rainer (Houston), and Reginald Wilson (Houston).

## 2021 Actions and Events

- **Summer Program.** The Recruiting subcommittee hosted a number of virtual and in-person events for the Firm's summer associates that identify as Black. These events included:
  - a welcome happy hour/cocktail-making class with the members of REC;
  - a firm-wide REC overview for all summer associates;
  - a fireside chat with Jeff Cody;
  - a wine tasting with the protégés of the sponsorship program;
  - small group dinners and happy hours; and
  - a goodbye social led by Shauna Clark with REC members, sponsorship program members, and incoming 1<sup>st</sup> year associates.

The subcommittee also ensured that every Black summer associate had the opportunity to meet directly with at least one REC member to discuss the summer program, life at the Firm, and the REC initiatives.

- **Law School Recruiting Events.** In November, Jeff Cody and Jamila Mensah spoke at a BLSA event at Thurgood Marshall School of Law. Also in November 2021, Esha Kamboj spoke on a panel event at Howard Law School. Additionally, Jamila Mensah hosted administrators from the University of Houston Law Center and REC members at a Houston Texans game in November 2021.
- **Additional Activities.**
  - Arranged for Jeff Cody to reach out directly to summer associates who received offers as well as high potential Black candidates identified through the OCI and callback process.
  - Created an informal database to track strong Black candidates from various law schools and other firms.
  - Identified various law schools to target with scholarships and increased recruiting efforts.
  - Conducted interviews of Black candidates, including through programs such as the Southwest Black Law Students Association.



- Worked directly with office hiring committees to interview, track, and advocate for stellar Black law students through the OCI and callback process.

### **Feedback and Areas of Focus for 2022**

In the 2021 Summer Program, the Firm had a total of 13 summer associates across offices that identified as Black, which was a significant increase over recent years. ***The Firm extended offers to 12 of those students, and all 12 (100%) accepted the offers and will return to the Firm in 2022 as either 2L's or first year associates.*** The feedback with respect to the summer recruiting events was overwhelmingly positive. Specifically, the summer associates appreciated the Firm's efforts to connect them with members of management and with other minority attorneys in the Firm for informal mentorship opportunities. The recruiting efforts at the various law schools also appear to have had a positive effect – for example, the students at Thurgood Marshall School of Law expressed appreciation for Jeff's attendance at their BLSA event, and we have had at least one student apply to the Firm specifically on this basis. In 2022, the Subcommittee plans to increase its outreach at the various schools that we are targeting and will work with the Law Student Scholarship subcommittee (described below) to implement a scholarship program for high potential Black candidates at these targeted schools.

# Law Student Scholarship

## Overview

The goal of the Law Student Scholarship (“LSS”) subcommittee is to develop and implement scholarship programs for exceptional students at targeted law schools in an effort to create pipelines and raise the Firm’s profile among the country’s elite Black law students.

## Members

The LSS subcommittee members are Beau Cox (Dallas), Vincent Dunn (New York), Jackie Karama (Los Angeles), Ryan Meltzer (Austin), and Chris Pelham (Los Angeles).

## 2021 Actions and Events/Areas of Focus for 2022

Since December 2021, the LSS subcommittee has worked to develop the framework for a pilot fellowship program in partnership with BARBRI. The program will provide scholarships for Black law students to attend BARBRI’s summer pre-law academy, which teaches basic legal education skills to prepare students for the first year of law school. The program will target law schools in Dallas, Houston, Washington, D.C., New York, and Los Angeles with significant populations of Black students. The initial plan is to work with BARBRI and the law schools to award 30-35 scholarships based on an application process. Additionally, the LSS subcommittee will plan and host panels and other events for the scholarship recipients both before and after the BARBRI summer programs and provide opportunities for students to meet with Firm attorneys, clients, and alumni.

# Partner Practice Development

## Overview

In an effort to support the REC partners, Jeff Cody and Gina Shishima offered to meet regularly with any interested REC partners to identify areas of opportunity and develop effective strategies for business and client development. The Partner Practice Development (“PPD”) subcommittee is tasked with coordinating this initiative.

## Members

The PPD subcommittee members are Jeff Cody, Ryan Manns (Dallas), Jamila Mensah (Houston), and Gina Shishima.

## Activity to Date

Jeff Cody and Gina Shishima initiated quarterly meetings with the REC partners who opted into this initiative. The private meetings are designed to provide the REC partners with support and guidance on their practice development efforts. Action items from these meetings include

the development or revision of business plans, client introductions, and targeted development plans focused on specific industries, clients, or types of matters.

# Additional Activity and Initiatives

## Client Partnerships

In 2021, the REC was presented with a number of opportunities to partner with clients to discuss our efforts to improve racial equity in the Firm and within the legal profession. Specifically, we met with Citibank, Shell, and T-Mobile to discuss our initiatives and brainstorm potential partnership opportunities as they implement similar initiatives within their respective organizations. More recently, Terra Davis, Client Diversity and Inclusion Manager, has identified and coordinated additional opportunities for the REC to partner with clients on these efforts.

## Black History Month Programming

Among other activities, the REC planned and hosted a Black History Month speaker presentation for all Firm personnel entitled “Pathways and Roadblocks to Anti-Racism.” Our guest speaker was Dr. Courtney Cogburn, the co-director of the Justice Equity + Tech (JE+T) Laboratory at the Columbia University School of Social Work. Her presentation was impactful. One attendee reported, “I just had to mention that [Dr. Cogburn’s] perspective was truly informative. Her honesty and level of knowledge was so beneficial for this topic. I was honestly shocked by how insightful the discussion was because, as a Black woman, I tend to leave professional discussions on race feeling as though the speaker did not go deep enough and just say how it is. Dr. Cogburn, however, was so engaging and spot on.”

The REC also developed and led a 21-Day Black History Month Challenge in February for the entire Firm. The Programming subcommittee also met with Origins, the London Black, Asian, and Minority Ethnic employee resource group, to collaborate on a cross-border panel event in 2022.

## Miscellaneous

The REC created a client placemat that highlights the REC’s initiatives and mission statement. The REC also created an internal web page that showcases REC content and recommended articles, movies, etc.

Lastly, the REC has worked with the Firm’s public relations group and management to help craft the Firm’s internal and external messaging on social justice, equity issues, and promotional materials highlighting the REC.

# Areas of Focus for 2022

In addition to the specific initiatives identified by the REC Subcommittees, we have identified the following areas of focus for the REC and the Firm as we continue to move forward with our goal of improving the experience for all Black personnel:

- **Sponsorship Program.** We believe that the future success of the Program will depend on the continued commitment and engagement of Firm personnel, as well as the implementation of a sustainable administrative framework with clear expectations for Sponsors and Protegés. As we emerge out of the “pilot” phase of the Sponsorship Program, we will work with Firm management to create a more permanent structure for the Program in order to ensure its longevity.
- **Additional Strategic and Administrative Support.** Sustaining and advancing the REC initiatives is a time-consuming and sometimes exhausting endeavor. While we continue to work in partnership with, and receive invaluable support from, the Firm’s D&I, Legal Talent, Recruiting, and Marketing teams, we encourage the Firm to consider designating additional experienced diversity professionals to support the REC initiatives and the broader D&I goals set by the Firm. These resources will be critical for us to continue to make progress towards the Firm’s five-year goals and to sustain REC programming over the long term.
- **Client Networking and Sponsorship Opportunities.** In further support of both the Sponsorship Program and the REC’s client development initiatives, we will continue to incorporate clients, including Firm alumni, in REC events. Additionally, some REC Partner Advocates and Sponsors have partnered with clients to sponsor some of the REC Protégés, and we will explore ways to expand these opportunities for other Protégés.

# Appendices

# Appendix A

## 2022 Calendar of Events

### **Q1 (January – March)**

- February – Black History Month Trivia Program
- March – Quarterly Sponsorship Program Update Meeting
- March – Howard University Business Law Week

### **Q2 (April – June)**

- April – Forum event
- April – BSS “Spring Fling” event
- May – Welcome Event for Summer Associates
- June – Summer Associate event
- June – Quarterly Sponsorship Program Update Meeting

### **Q3 (July – September)**

- July – Forum Event
- July – BSS Summer Event
- July – Summer Associate Roundtable with Jeff Cody
- July – Farewell Event for Summer Associates
- September – Quarterly Sponsorship Program Update Meeting

### **Q4 (October – December)**

- November-December – Year-End Social Events (TBD)
- November – Thurgood Marshall School of Law BLSA Meeting (TBA)
- November – UH Law Center BLSA Meeting (TBA)
- November or December – Forum event
- December – BSS Holiday Event
- December – Quarterly Sponsorship Program Update Meeting

# **Appendix B**

# **PRIVILEGED AND CONFIDENTIAL**

# **2021 Updates**





# Racial Equity Council Update

Ryan Manns, Partner  
Jamila Mensah, Partner

February 19, 2021



# REC Overview

- The REC is comprised of 18 members including partners, non-partner lawyers, and business services personnel located throughout the firm's US offices.
- The overall mission of the REC is to improve the experience of our Black personnel and to support racial equity throughout the firm.
- The REC continues to meet as a group on a weekly basis.
  - Jamila Mensah and Ryan Manns meet with Jeff Cody and Gina Shishima on a bi-weekly basis to provide status updates on REC initiatives.
- We have condensed all of our work over the last several months into an **annual report** which we will use as a benchmark to track our progress going forward.



# REC initiatives to date

- Created a comprehensive sponsorship program designed to serve as a career accelerator for Black non-partner lawyers
  - Protégés are paired with partner sponsors and partner advocates who work to ensure steady workflow and skill development for protégés and also connect them with firm leaders to best position them to achieve career goals
  - The REC has prepared a detailed framework to measure and track the development of the program.
  - Sponsors and Protégés regularly meet with each other and with their REC Advocates.
  - REC Advocates solicit feedback from Protégés and Sponsors and provide updates to Jeff Cody, Gina Shishima and the Practice Group Leaders

## REC initiatives to date cont.

- Launched a quarterly speaker series (“The Forum”) with the dual objectives of (1) fostering community within, and providing professional advice to, the Black NRF community, and (2) educating all firm personnel on topics relating to racial equity
- Coordinated meetings and social events for Black female lawyers, Black nonpartner lawyers and Black business services personnel
- Examined the firm’s recruiting efforts of Black law students and lateral lawyers
- Increased awareness of firm professional development opportunities and resources for nonlawyer personnel, including a manager training program, practice coordinator academy and tuition reimbursement program
- Created a handout that summarizes REC’s efforts to date – may be shared in response to internal and external inquiries

## REC initiatives to date cont.

- Created a REC link to the firm webpage to serve as a resource for REC materials and initiatives
- Directed firm investment in programming designed to combat racial bias, promote an anti-racism environment and expand overall cultural competency at the firm
- Examined and improved our process for filling non-lawyer positions
  - The firm now mandates that business personnel openings are more transparent and that a diverse slate of candidates is considered in an effort to ensure fair and equal opportunities for advancement at the firm
  - All vacant positions are posted internally and certain positions are limited to internal applicants
  - The firm is now leveraging LocalJobNetwork, a third party vendor that posts our employment opportunities to various minority organizations and websites

# Next Steps & 2021 REC Initiatives

- Workflow Disparity
  - Continued data collection and monitoring with assistance of Legal Talent Management
- Continuation of Sponsorship Pilot Program
- Implementation of improvements to attorney recruiting and hiring processes
- Non-partner lawyer and Business services bi-monthly meetings
- “The Forum” speaker series (inaugural program with panelists James Waters, General Counsel, Frost Bank, N.A. and Nicole Keen, General Counsel, Smiths Interconnect)
- Business development coaching sessions for REC partners
- Promotion/Advancement for Business Services Personnel
  - Firm will require a requisition for every open business services position
  - Supportive of ensuring the final slate of candidates must be diverse
  - Links to open positions are now be posted on the US Connections page





**NORTON ROSE FULBRIGHT**

## Racial Equity Council NPL Update

Ryan Manns, Partner  
Jamila Mensah, Partner

September 14, 2021



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### REC Overview – executed initiatives over the last 12 months

- With its overall mission of improving the experience of our Black personnel and supporting racial equity throughout the firm, the Racial Equity Council has implemented a number of key initiatives, including:
  - created a **sponsorship program** to serve as a career accelerator for Black non-partner lawyers;
  - coordinated **firm programming** highlighting racial equity issues;
  - examined and improved our process for filling **business services positions**, mandating that openings are more transparent with a diverse slate of candidates considered to ensure fair and equal opportunities for advancement throughout our firm;
  - launched a **speaker series** to provide professional advice to our Black personnel and to also educate all firm personnel on racial equity issues;
  - enhanced our **recruiting efforts** of Black law students and lateral lawyers; and
  - increased awareness of **firm professional development opportunities and resources** for business services personnel, including a manager training program, practice coordinator academy and tuition reimbursement program.

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### REC membership in 2021

REC Partners	REC Non-Partner Lawyers	REC Business Services Personnel
<ul style="list-style-type: none"> <li>• Ryan Manns, Co-Chair</li> <li>• Jamila Mensah, Co-Chair</li> <li>• Noam Ayali</li> <li>• Kim Caine</li> <li>• Shauna Clark</li> <li>• Beau Cox*</li> <li>• Vincent Dunn</li> <li>• Ikenna Emehelu</li> <li>• Debra Gatison Hatter</li> <li>• Chris Pelham*</li> <li>• Carlos Rainer</li> <li>• Sumi Sedor*</li> </ul>	<ul style="list-style-type: none"> <li>• Raisa D'Oyley</li> <li>• Alicia Grant</li> <li>• Esha Kamboj</li> <li>• Jackie Karama*</li> <li>• Ryan Meltzer*</li> <li>• David Moore, Jr.</li> <li>• Reginald Wilson</li> </ul>	<ul style="list-style-type: none"> <li>• Kimberlyn Alford</li> <li>• Kelly Charles*</li> <li>• Tanya Charles*</li> <li>• Shawn Spearman*</li> <li>• Warren Walker</li> </ul>

\*New REC members

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**Baseline data – 2020 v. 2021  
(Lawyers)**

❖ 2021 demographic data

	Total	Black	Percentage
Partner	303	9	2.97%
Non-Partner Lawyers	422	15	3.55%
<b>TOTAL LAWYER</b>	<b>725</b>	<b>23</b>	<b>3.17%</b>

❖ 2020 demographic data

	Total	Black	Percentage
Partner	297	7	2.35%
Non-Partner Lawyers	410	17	4.14%
<b>TOTAL LAWYER</b>	<b>707</b>	<b>24</b>	<b>3.39%</b>



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**Baseline data – 2020 v. 2021  
(Business Services)**

❖ 2021 demographic data

	Total	Black	Percentage
Business Services Personnel	716	75	10.47%
Supervisors/Managers	124	3	2.42%

❖ 2020 demographic data

	Total	Black	Percentage
Business Services Personnel	721	79	10.96%
Supervisors/Managers	99+	4	4.04%



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**Development of infrastructure to support short term and long term objectives**

- The REC has focused on initiatives to support Black talent at the firm at the partner, non-partner and Business Services levels
- A prime example is the pilot sponsorship program, which has been one of our key initiatives in the past year
  - implementation of sponsorship program in which protégés are paired with partner sponsors and REC advocates
  - focused on ensuring steady workflow, enhancing technical skill development, and connecting the protégés with individuals who can positively impact their careers
  - REC Advocates consistently engage with protégés, sponsors, and firm leaders to best position protégés to achieve career goals



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**Business Services Initiatives**

- We have created a Business Services Subcommittee (“BSS”).
- The BSS leadership group is comprised of Kimberlyn Alford, Warren Walker, Tanya Charles, Shawn Spearman and Kelly Charles
- The BSS will regularly meet with Stacey Martinez to discuss critical issues and initiatives for our business services personnel
- BSS leaders have also met with Jeff Cody to identify areas of concern and improvement
- The BSS regularly convenes meetings with Business Services personnel across all of the firm’s offices aimed at enhancing personnel engagement and support
  - The meetings have resulted in highlighting issues concerning advancement and recruiting opportunities.
  - The meetings have also fostered a sense of community across groups and offices

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**Recruiting**

- Created a REC recruiting subcommittee (Esha Kamboj, Ryan Manns, Jamila Mensah, Carlos Rainer)
  - Focused on measures the firm can implement to identify and recruit Black law school students and laterals
  - Convened multiple meetings with management and recruiting leadership to coordinate efforts and discuss strategic measures to enhance the firm’s efforts to recruit Black talent
  - Coordinated with recruiting to incorporate REC involvement in summer associate recruiting and interviewing law students.
  - REC hosted three formal summer associate events in 2021 and informally convened several meetings with Black summer associates
- **2021:** The firm had a breakthrough year in recruiting Black law students

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**Recruiting, cont.**

Statistics for Black Summer Associates 2019-2021			
	2019	2020*	2021
Black students admitted to summer program	4/46 (9%)	9/90 (10%)	13/64 (20%)
Black students who received return offers	4/4 (100%)	9/9 (100%)	12/13 (92%)
Black students who accepted return offers	3/4 (75%)	7/9 (78%)	11/12 (92%)

\*REC formed July 1, 2020

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### Next Steps

- Sponsorship
  - Fortify and expand sponsorship program
  - Focus on **workflow disparity** – continue to identify and address root causes
  - Continue data collection and monitoring with assistance of Legal Talent Management
- Recruiting
  - REC Recruiting Subcommittee meetings
  - Coordinate with management and recruiting on strategic measures to target Black law student and lateral talent
- Business Services
  - Regular meetings with firm management
  - Promotion/Advancement for Business Services personnel continues to be a priority
  - Continued engagement with Business Services colleagues via team meetings every other month

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 **NORTON ROSE FULBRIGHT**

## Racial Equity Council Business Services Update

Ryan Manns, Partner  
Jamilia Mensah, Partner

September 14, 2021



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