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MINORITY CORPORATE COUNSEL ASSOCIATION

VAULT/MCCA GUIDE TO

LAW FIRM DIVERSITY

P R O G R A M S

2009 EDITION

Edited by Vera Djordjevich
and the staff of Vault



Read about diversity at
Kirkland & Ellis LLP

WITH INTRODUCTORIAL COMMENTARIES BY JAMES H. HARRIS, SVP, GENERAL COUNSEL & SECRETARY OF PPG INDUSTRIES, INC.
AND RODERICK J. HARRIS, PRESIDENT, GENERAL COUNSEL AND SECRETARY OF GENERAL MILLS, INC.

Kirkland & Ellis LLP

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Locations

Chicago, IL • Los Angeles, CA • New York, NY • Palo Alto, CA •
San Francisco, CA • Washington, DC • Hong Kong • London •
Munich

Diversity Leadership

Head(s) of Firm: Thomas D. Yannucci, Chairman, Management Committee

Diversity team leader(s): Eunu Chun, Co-Chair, Firmwide Diversity Committee (New York); Walter H. Lohmann, Co-Chair, Firmwide Diversity Committee (Washington, DC); Gary Beu, Chief Human Resources Officer (Chicago)

Number of Attorneys as of 12/31/07

Firmwide: 1427

U.S. offices only: 1320

Law Firm Demographic Profile

ASSOCIATES (2007)

	Men	Women
White/Caucasian	397	204
African-American/Black	9	19
Hispanic/Latino	14	9
Alaska Native/American Indian	0	3
Asian	44	44
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	4
Openly GLBT	17	7
Attorneys with disabilities	3	0
Total	466	283

SUMMER ASSOCIATES (2007)

	Men	Women
White/Caucasian	82	45
African-American/Black	6	12
Hispanic/Latino	2	2
Alaska Native/American Indian	0	0
Asian	22	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	0
Openly GLBT	4	3
Attorneys with disabilities	0	0
Total	117	72

EQUITY PARTNERS (2007)

	Men	Women
White/Caucasian	384	101
African-American/Black	6	5
Hispanic/Latino	5	3
Alaska Native/American Indian	0	0
Asian	23	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly GLBT	6	2
Attorneys with disabilities	1	1
Total	419	117

NON-EQUITY PARTNERS (2007)

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

OF COUNSEL (2007)

	Men	Women
White/Caucasian	20	11
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	20	15

NEW HIRES (2007)

	Men	Women
White/Caucasian	146	71
African-American/Black	3	10
Hispanic/Latino	7	3
Alaska Native/American Indian	0	2
Asian	21	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly GLBT	3	3
Attorneys with disabilities	1	0
Total	178	104

Strategic Plan and Diversity Leadership

How does the firm’s leadership communicate the importance of diversity to everyone at the firm?

The importance of diversity at Kirkland is communicated through our Firmwide Diversity Committee (meetings of which are “open”); diversity events and initiatives; our diversity web page; our Diversity Fellowship Program; our Diversity Lunch Series (wherein attorneys meet regularly to discuss topics of interest and workplace challenges relating to issues of diversity); in our firmwide Diversity Digest (a periodic newsletter provided to all attorneys that highlights recent diversity initiatives); through Kirkland’s sponsorships of diverse and minority law school organizations, law student receptions, and events; through communication from our Firm’s Management Committee; through our participation in a broad range of minority conferences and job fairs; and at our Summer Associate Diversity Dinners, Women’s Dinners, Affinity and Regional Diversity Dinners, and Annual Diversity Conference.

Who has primary responsibility for leading diversity initiatives at your firm?

Eunu Chun, Co-Chair, Firmwide Diversity Committee (New York), and Walter H. Lohmann, Co-Chair, Firmwide Diversity Committee (Washington, DC) Also: Andrew Nagel, Chair, GLBT Subcommittee (New York); Karen Robinson, Chair, Racial/Ethnic Subcommittee (Washington, DC) and Linda Myers, Chair, Gender Subcommittee (Chicago).

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee’s representation include one or more members of the firm’s management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2007, what was the total number of hours collectively spent by the committee in the furtherance of the firm’s diversity initiatives?

Total attorneys on committee: 4

Total hours spent on diversity: [No response]

Comments: There are 51 attorneys total on the Diversity Committee, four are members of the Firm’s Management Committee. Several thousand hours were spent on diversity initiatives.

Does the committee and/or diversity leader establish and set goals or objectives consistent with management’s priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Our Diversity Strategic Plan, a set of specific action items which the Committee issues annually and updates quarterly, gives us the structure and accountability we need to drive our diversity programs forward.

How often does the firm’s management review the firm’s diversity progress/results?

Monthly

How is the firm’s diversity committee and/or firm management held accountable for achieving results?

The Firmwide Diversity Committee—which includes 22 senior partners, four members of the Firm’s Management Committee, the chairperson of each office’s Attorney Recruiting Committee, and other partners and associates representing every office—meets monthly by teleconference, with groups gathering over breakfast, lunch, or afternoon tea in all domestic offices as well as London and Munich. At these meetings, the group shares best practices and updates on our firmwide diversity efforts. In addition, the Diversity Committee has established three Subcommittees, Gender; Racial/Ethnic; and Gay, Lesbian, Bisexual, and Transgender (GLBT) to ensure that our diversity programs and activities are properly targeted to meet the needs of these important constituencies. The primary charge for each subcommittee is to produce a component of a Firmwide Diversity Needs Assessment which guides our programs and initiatives. In addition, the Committee reviews and measures their success by gathering feedback from attorneys (using formal and informal means); by the assessment of our clients, many of whom seek diversity-related reports and/or evaluations on a periodic basis; by assessing the impact made within the law school community; and through industry related benchmarking surveys and goal setting. Finally, the Diversity Committee checks its progress against our Diversity Strategic Plan, a set of specific action items which the Committee issues annually and updates quarterly. The Strategic Plan complements the energy and passion of our Committee members with the structure and accountability necessary to drive our diversity programs forward.

Is your firm minority-owned or women-owned?

No

Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide diversity training for all attorneys and staff
X	X		Focus on strengthening firm's mentoring program
X			Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X	X		Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X			Coordinate or work with clients on diversity issues
X			Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
			Other (please specify):

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion on top client matters
			Other (please specify):

INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
X	X		Increase the number of GLBT attorneys at the associate level
X	X		Increase the number of GLBT attorneys at the partnership level
X	X		Increase the number of GLBT attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity
			Other (please specify):

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of attorneys with disabilities at the associate level
X	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
			Other (please specify):

Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law: Yes
- Fund scholarships for minority high school or college students: Yes
- Mentor high school or college students: Yes
- Participate in or host mock trial programs or career events: Yes
- Provide internships or employment to minority high school or college students: Yes
- Outreach to middle school students: Yes

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

Kirkland participates in a variety of pipeline programs. One such program is the Posse Foundation, an organization that identifies, recruits and trains student leaders from urban public high schools to form multicultural teams called “posses.” These teams participate in an eight-month pre-collegiate

training program to prepare for enrollment at top-tier universities nationwide and to help promote cross-cultural communication on campus. We sponsor a variety of programming through the Posse Foundation including an interview workshop at which our attorneys provide resume feedback and interview coaching for students. Kirkland Chicago also recently joined 12 other major Chicago businesses and law firms to become a High 5 Partner in giving financial and programming support to the Scholarship Chicago College Bound program. In 2007, the Firm’s contribution allowed five students to take part in the full five-year College Bound program, which runs from the students’ senior year in high school through their college graduation. Along with scholarships of up to \$2,500 a year, College Bound scholars receive a year of college preparatory workshops, mentoring, summer internships, and career networking opportunities. In February 2007, Kirkland Chicago helped organize the Second Annual Diversity in the Law program, which provided career exploration and networking opportunities for 135 minority students from Big 10 universities who are considering a law career. The day concluded with a Law School Fair where prospective students visited with representatives from Midwest law schools. Kirkland also participates in the Law Minority Access Program (LawMAP), which aims to enhance diversity in the legal profession by encouraging talented undergraduate minority students at the University of Illinois at Chicago and Urbana-Champaign campuses to consider careers in law.

Recruitment — New Associates

ALL 2L SUMMER ASSOCIATES (2007)

	Men	Women
White/Caucasian	90	61
African-American/Black	4	6
Hispanic/Latino	5	1
Alaska Native/American Indian	0	0
Asian	19	25
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	3	0
Attorneys with disabilities	0	0
Total	119	93

OFFERS MADE * (2007)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	89	59
African-American/Black	4	6
Hispanic/Latino	5	1
Alaska Native/American Indian	0	0
Asian	19	25
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	3	0
Attorneys with disabilities	0	0
Total	118	91

OFFERS ACCEPTED * (2007)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	69	44
African-American/Black	2	5
Hispanic/Latino	5	1
Alaska Native/American Indian	0	0
Asian	14	15
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	90	65

NEITHER ACCEPTED NOR DECLINED * (2007)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	10	5
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	4	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	16	9

Does your firm annually recruit at any of the following types of institutions?

Ivy League schools: Columbia University Law School, Cornell Law School, Harvard Law School, University of Pennsylvania Law School, and Yale Law School

Other private schools: Boston College Law School, Boston University School of Law, Brigham Young University Law School, Brooklyn Law School, University of Chicago Law School, Chicago-Kent College of Law, Benjamin N. Cardozo School of Law, DePaul University College of Law, Duke University School of Law, Emory University School of Law, Fordham University School of Law, Georgetown University Law Center, George Washington University Law School, Loyola University Chicago School of Law, Loyola Law School-Los Angeles, Northwestern University School of Law, University of Notre Dame Law School, New York University School of Law, Pepperdine University School of Law, Santa Clara University School of Law, Stanford Law School, University of Southern California Law Center, and Washington University School of Law.

Public state schools: University of Arizona College of Law, University of California at Berkeley Boalt Hall School of Law, University of California-Hastings College of Law, George Mason University School of Law, University of Illinois College of Law, Indiana University School of Law-Bloomington, University of Michigan Law School, Ohio State University College of Law, University of Texas School of Law, University of California-Los Angeles School of Law, University of Utah College of Law, and University of Virginia School of Law.

Historically Black Colleges and Universities (HBCUs): Howard University School of Law

Diversity job fairs: The IMPACT Job Fair, NNALSA Job Fair, LeGal's Annual LGBT Career Fair for 1Ls, Tulane University Black Law Student Association (BLSA) job fair and Harvard University BLSA job fair, Bar Association of San Francisco's Diversity Job Fair, Vault/MCAA Diversity Job Fair, National Asian Pacific American Conference on Law and Public Policy, BLSA Southern California Job Fair and BLSA Northern California Job Fair, South Eastern Minority Job Fair (SEMJF), Mid Atlantic BLSA, and the Lavender Law annual conference and career fair hosted by the National Gay and Lesbian Law Foundation. In 2007 and 2008, Kirkland was a Platinum Sponsor of the Lavender Law Conference and Job Fair. We were also a Gold Sponsor of the National Black Law Students Association Convention and Career Expo and a sponsor of the National Black Pre-Law Admissions and Preparation Conference and Law Fair in 2007.

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students: Yes
- Advertise in minority law student association publications: Yes
- Participate in or host minority law student job fairs: Yes
- Sponsor minority law student association events: Yes
- Firm lawyers participate on career panels at schools: Yes
- Outreach to leadership of minority student organizations: Yes
- Scholarships or intern/fellowships for minority students: Yes
- Other (please specify):

In 2004, our Firm established the Kirkland & Ellis LLP Diversity Fellowship Program with the goal of attracting more diverse attorneys to Kirkland and, more broadly, the practice of law. The Fellowship provides a \$15k stipend payable during the recipient's third year of law school. Since its inauguration, we've awarded fellowships totaling over \$795,000 to 53 students and welcomed 30 former Fellowship recipients as associates. In 2008, our Fellowship Program will sponsor 16 students. Our Firm also has a long tradition of recruiting through relationships with minority Law Student Associations (ALLSAs in Kirkland parlance). In 2007, we created a formalized nationwide ALLSA Initiative and reached out to 90 ALLSAs (including 20 women's groups) representing 20 law schools. We appointed them a Kirkland attorney liaison who will offer assistance—ranging from purely social events to more substantive study skills, resume review, interview training, and career development programs and support.

Do you have any programs specifically targeted at first-year students?

In 2007, Kirkland Chicago participated in its third annual Women's Mentorship Program with Northwestern University School of Law, matching 40+ female Northwestern students with practicing female attorneys at Kirkland who answer career-related questions, review resumes, and mentor students through the spring semester of their first year. Many Kirkland Chicago female attorneys who are University of Chicago Law School alumni are involved in a similar, less formal program which the school initiates.

In 2006, Kirkland conducted programs for first years at Howard University School of Law focused on study skills, exam preparation, and law firm recruiting. In 2007, Howard incorporated Kirkland and its programs into its curriculum for first year law students. The recruiting we do through our relationships with minority Law Student Associations (ALLSAs) is also focused on first year law students.

Recruitment — Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2007)

	Men	Women
White/Caucasian	51	21
African-American/Black	0	2
Hispanic/Latino	2	1
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	1	1
Attorneys with disabilities	0	0
Total	65	27

LATERAL OF COUNSEL HIRES (2007)

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	1	1

LATERAL PARTNER HIRES * (2007)

* Both equity and non-equity

	Men	Women
White/Caucasian	9	3
African-American/Black	0	1
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	9	5

NEW PARTNERS PROMOTED * (2007)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	32	16
African-American/Black	0	2
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	4	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	0	1
Total	36	22

NEW EQUITY PARTNERS * (2007)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian or disability-focused bar associations: Yes
- Participate at diversity job fairs: Yes
- Attend events at diversity legal organizations: Yes
- Seek referrals from other attorneys: Yes
- Utilize online job services (e.g., MCCA Job Bank): Yes
- Hire recruiting professional who specializes in identifying diverse candidates: No
- Other (please specify):

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

Audrey Golden Associates, Ltd., David Carrie LLC, Frankel Gilleran Legal Search LLC, Frey & Sher Associates, Inc., Garb Jaffe & Associates, Garrison & Sisson, Inc., Helena Pappas & Associates, Laura Segal & Associates, Major Lindsey & Africa, North Berman & Beebe, Ltd., McCormack Schreiber Legal Search Inc., Patterson Davis Consulting, Preferred Placement, SJL Search, Solutus Legal Search, LLC, and Zenner Consulting Group, LLC.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2007

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	1

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	7	5
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	1
Attorneys with disabilities	0	0
Total	9	7

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	16	10
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	4	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	21	13

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	8	11
African-American/Black	0	0
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	12	14

ATTORNEYS WHO LEFT THE FIRM IN 2007

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	8	14
African-American/Black	1	0
Hispanic/Latino	1	2
Alaska Native/American Indian	1	0
Asian	1	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	1
Attorneys with disabilities	0	0
Total	12	21

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	8	6
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	9	0
Total	9	9

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

8TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

OF COUNSEL

	Men	Women
White/Caucasian	4	8
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	4	8

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	0	0

ATTORNEYS WHO LEFT THE FIRM IN 2007**EQUITY PARTNERS**

	Men	Women
White/Caucasian	30	10
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	33	14

Retention and Professional Development**Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.**

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, gay/lesbian attorneys, or attorneys with disabilities or physical challenges): Yes
- Increase/review compensation relative to competition: Yes
- Increase/improve current work/life programs: Yes
- Adopt dispute resolution process: Yes
- Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership: Yes
- Work with diverse attorneys to develop career advancement plans: Yes
- Introduce diverse attorneys to key clients, including to lead engagements: Yes
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly non-white attorneys (i.e., minority attorneys, for whom research indicates a greater inclusion problem), are not being excluded: Yes
- Strengthen mentoring program for all attorneys: Yes
- Professional skills development program for all attorneys: Yes
- Provide a gender-neutral parental leave policy that covers adoptions: Yes
- Other (please specify):

In 2007, Kirkland launched a series of retention-related studies and initiatives, among them: A detailed statistical analysis of diverse lawyer retention/attrition; A firmwide evaluation of existing mentoring programs; Interviews of all attorneys on an Alternative Work Schedule (AWS) aimed at enhancing the AWS program; A review of Firm administrative policies and forms for diversity-related initiatives; The expansion of community-building affinity events for diverse lawyers; The creation of diverse community email lists; A diversity Lunch on retention issues with concrete follow-up by Firm management

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

Comments: For more than a decade, Kirkland had supported alternative work schedule arrangements. Today, attorneys may request a formal Alternative Work Schedule (AWS) to accommodate personal circumstances or life changes that call for flexibility. We give our attorneys considerable freedom to manage their time and careers. This freedom not only is a point of pride for our lawyers, it sets Kirkland apart and makes work-life balance possible.

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Our AWS policy provides proportional pay for proportional work. While on an AWS, attorneys do not sacrifice merit-based compensation, opportunities for professional growth, or career advancement. Part-time attorneys have been elected to the partnership and have remained part-time as partners.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

24 (see above). We do not distinguish between equity and non-equity partners in external surveys.

PART-TIME ATTORNEYS (2007)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full-and part-time)
	Men	Women	Total	
Associates	3	17	20	749
Of counsel	3	8	11	35
Non-equity partners	0	0	0	0
Equity partners	2	22	24	536

Management Demographic Profile

FIRMWIDE COMMITTEES 2007

EXECUTIVE/ MANAGEMENT COMMITTEE *

* Attorneys on the Executive/ Management Committee or equivalent

	Men	Women
White/Caucasian	14	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	14	1

HIRING COMMITTEE *

* Attorneys on the Hiring Committee or equivalent

	Men	Women
White/Caucasian	73	54
African-American/Black	1	4
Hispanic/Latino	3	2
Alaska Native/American Indian	0	0
Asian	9	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	2	0
Attorneys with disabilities	0	0
Total	99	63

PARTNER REVIEW COMMITTEE *

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	34	4
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	35	4

ASSOCIATE REVIEW COMMITTEE *

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	77	12
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	3	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	88	12

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	15	13
African-American/Black	5	5
Hispanic/Latino	3	2
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	5	3
Attorneys with disabilities	1	0
Total	25	23

Management Demographic Profile

Please provide information regarding all diverse attorneys who, as of 12/31/07, headed offices, practice groups and committees other than those included in the charts above. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 6

Minorities heading offices: N/A—Kirkland does not distinguish formal “office heads”

Women heading offices: N/A

GLBT attorneys heading offices: N/A

Attorneys with disabilities heading offices: N/A

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: N/A—Kirkland does not distinguish formal “practice heads”

Women heading practices: N/A

GLBT attorneys heading practices: N/A

Attorneys with disabilities heading practices: N/A

COMMITTEE LEADERS

Minorities heading committees: E. Chun, Diversity Committee (48) and Legal Assistant Committee—NY (9); M. Shoaib, Secretarial Review Committee – San Francisco (5)

Women heading committees: M. Donley, Secretarial Review Committee—Washington (10); V. Hood, Foundation Directors/Officers (4); M. Ingalls, LA Recruiting Committee (20); L. Myers, Chicago Operations Committee (13); S. Smylie, Firmwide Recruiting Committee (8) and Chicago Recruiting Committee (48); K. Walker, Associate Review Committee—Washington (13); D. Welch, Secretarial Review Committee—Chicago (20)

GLBT attorneys heading committees: N/A

Attorneys with disabilities heading committees: N/A

The Firm Says

Kirkland's sustained commitment to diversity is reflected not only in the Firm's policies, programs, and committees, but also through our efforts to build and maintain a culture that values and gathers strength from difference.

We have received recent recognition for our diversity efforts. In 2007, Kirkland was named one of the 50 Best Law Firms for Women by *Working Mother* magazine and Flex-Time Lawyers LLC, and the Human Rights Campaign (HRC)—the nation's largest advocacy group for gay, lesbian, bisexual and transgender (GLBT) Americans—awarded Kirkland a perfect 100 percent score on their 2008 Corporate Equality Index and Best Places to Work Survey (one of only 28 law firms on list of 195 companies to be recognized).

Our Women's Leadership Initiative (WLI), which has been in existence since 2003, continues to provide formal training, mentoring, and networking opportunities for women attorneys via networking events, discussions, informational lunches, and training sessions on topics of interest to women at the Firm. And our Parental Leave policies remain among the most generous and progressive in the industry, with all primary caregivers (regardless of gender) receiving at least 16 weeks of paid parental leave—whether the child is newly born or adopted. (Non-primary caregivers receive 10 weeks of paid leave and primary caregivers can also elect to take additional unpaid leave). Our local offices continue to host large-scale diversity events—usually a dinner in the summer and a reception in the fall—and smaller informal dinners and events for specific diverse communities also take place throughout the year. These events both celebrate diversity and give attorneys the opportunity to discuss specific issues faced by diverse students and attorneys.

In 2007, we appointed a full-time firmwide diversity coordinator. This individual reports to the chairs of our Diversity Committee and Subcommittees and is responsible for organizing committee meetings, collecting and maintaining data on the makeup of our diverse attorney population, tracking information across offices, and responding to client and publication-driven surveys on the Firm's diversity and diversity initiatives.

Finally, this past year, we made an effort to improve the diversity pages on our Kirkland website (one of the most powerful recruiting tools we have). There are now sub-pages dedicated to each of our three Diversity Subcommittees that highlight our initiatives and programming dedicated to specific minority communities. We invite you to visit <http://www.kirkland.com/diversity> to learn more about our Firm's ongoing commitment to diversity.

"Lawyers looking for the scoop on the nation's biggest law firms now have a place to go." – *The Wall Street Journal*

Vault provides the lowdown on leading government agencies and nonprofit organizations and surveys their employees to get the inside scoop on hiring, benefits and more!

Over the past few years, most large U.S. law firms have devoted increasing resources to diversity initiatives as well as to the management and administration of these efforts. Nearly all have developed their own unique cultural approach and methods of administration.

This book was developed jointly by Vault and the Minority Corporate Counsel Association to provide law students and practicing lawyers with the essential objective information necessary to meaningfully evaluate these firms' diversity initiatives and programs.

This guide will enable law students and mid-career lawyers to match their interests and career objectives with an appropriate firm, as well as enable corporate in-house counsel, as buyers of legal services, to shed light and make meaningful comparisons among the diversity efforts underway at the law firms with which they do business or are considering doing business.

The guide format presents the same information for all firms in a user-friendly way, addressing the degree to which several widely-recognized "best practices" are being incorporated into the firm's diversity program.

WHAT YOU'LL FIND INSIDE:

- Diversity profiles on 278 major law firms including:
Debevoise & Plimpton LLP
Fulbright & Jaworski L.L.P.
Orrick, Herrington & Sutcliffe LLP
Mayer Brown LLP
Paul, Hastings, Janofsky & Walker LLP
Willkie Farr & Gallagher LLP
- Statistics on the number of minority, women and GLBT attorneys at each level (associate, non-equity partner, partner) for each firm
- Information on women, minority and GLBT attorneys heading practice areas or offices at each firm
- Firm descriptions of initiatives for diversity recruiting and mentoring

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- Read profiles and employee surveys on thousands of the leading employers
- Browse student surveys for the top universities and MBA programs
- Search thousands of jobs

VAULT CAREER LIBRARY™ is the world's most comprehensive and up-to-date collection of guidebooks on career subjects. Researched, written and published by Vault, Inc., Vault Career Library™ comprises over 120 titles for job seekers, professionals, and researchers.

ABOUT MCCA:

The Minority Corporate Counsel Association was founded in 1997 to advocate for minority attorneys in corporate law departments and the law firms that serve them. MCCA accomplishes this through the collection and dissemination of information about diversity in the legal profession.

ABOUT VAULT.COM, INC.:

Vault is the leading media company focused on careers, offering over 120 online and print books and celebrated for its web site, www.vault.com. Vault's web site features thousands of company and university profiles, information on hundreds of occupations and industries, articles on a multitude of workplace topics, a network of message boards for professionals and jobs-related video, blogs and research tools. Maintaining offices in New York, London, Mumbai and Hong Kong, Vault was founded in 1996 by Hussam Hamadeh, Samer Hamadeh and Mark Oldman, and recently received a majority investment from Veronis Suhler Stevenson, a \$5 billion private-equity firm focused on media and communications.

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