

Schiff Hardin LLP

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Locations

-Atlanta, GA - United States -Boston, MA - United States -Chicago, IL - United States -Lake Forest, IL - United States -New York, NY -
United States -San Francisco, CA - United States -Washington, DC - United States

Diversity Leadership

Head(s) of Firm: Ronald S. Safer, Managing Partner; Robert H. Riley, Chairman

Diversity team leader(s): Marci A. Eisenstein, Diversity Committee Co-Chair; Patricia Brown Holmes, Diversity Committee Co-Chair

Number of Attorneys as of July 2009

Firmwide: 369

U.S. offices only: 369

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2008)

	Men	Women
White/Caucasian	56	42
African-American/Black	5	5
Hispanic/Latino	1	2
Alaska Native/American Indian	0	0
Asian	5	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	0	1
Attorneys with disabilities	0	1
Total	68	58

SUMMER ASSOCIATES (2008)

	Men	Women
White/Caucasian	8	10
African-American/Black	1	3
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	11	17

EQUITY PARTNERS (2008)

	Men	Women
White/Caucasian	85	19
African-American/Black	2	2
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	1
Attorneys with disabilities	1	0
Total	88	21

NON-EQUITY PARTNERS (2008)

	Men	Women
White/Caucasian	48	24
African-American/Black	1	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	1	0
Total	52	26

OF COUNSEL (2008)

	Men	Women
White/Caucasian	45	21
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly GLBT	2	2
Attorneys with disabilities	0	0
Total	45	24

NEW HIRES (2008)

	Men	Women
White/Caucasian	20	10
African-American/Black	1	2
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	22	18

Strategic Plan and Diversity Leadership

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

Partner meetings, all-attorney meetings, firm-wide announcements, e-mails, Website postings, newsletters, distribution of Diversity Committee meeting minutes to all attorneys and through firm-wide diversity education and training.

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

Marci A. Eisenstein, Co-Chair of Diversity Committee; Patricia Brown Holmes, Co-Chair of Diversity Committee; Felice B. Rose, Chair of the Gender Diversity Subcommittee; Gabriel M. Rodriguez, Chair of the Racial/Ethnic/National Origin Diversity Subcommittee; Robert J. Minkus, Chair of the Sexual Orientation Diversity Subcommittee

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 2008, 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: 18
Total hours spent on diversity: 1000
Comments: Nearly 1,000 hours

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?

Formal

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 Diversity Committee prepares an annual action plan of diversity initiatives. It is accountable to the Executive Committee and the Firm's partners for the results. Schiff Hardin's practice group leaders are accountable for diversity within their practice group. Our Professional Personnel Committee and our practice group leaders are charged with the responsibility to review associates' work and client assignments to make sure that each associate receives appropriate opportunities to develop his or her skills and hone his or her experience.

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	X		Undertake communication from firm management that diversity is a top priority of the firm
X	X		Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide diversity training for all attorneys and staff
X	X		Focus on strengthening firm's mentoring program
X	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	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks

Law Firm Diversity Initiatives

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

Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	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 to top client matters

Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	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	X		Ensure that EEO and non-discrimination policies specifically address gender identity

Law Firm Diversity Initiatives

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	X		Increase the number of attorneys with disabilities in leadership positions
X	X		Ensure that EEO and non-discrimination policies specifically address individuals with disabilities

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.

Schiff Hardin actively participates in various pipeline initiatives designed to encourage the next generation of legal professionals. Some of these initiatives include Cristo Rey Jesuit High School's Corporate Internship Program, Cabrini Connections/Tutor/Mentor Connection, Daniel Murphy Scholarship Fund, Just the Beginning Foundation, Justice Allen E. Broussard Scholarship Foundation, EduSeed, Sponsors for Educational Opportunity, SisterMentors, and the Thomas Kelly High School Debate Team.

Recruitment - New Associates

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

Ivy League schools: Columbia

Other private schools: Fordham, NYU, Northwestern, University of Chicago, Chicago-Kent

Public state schools: University of Illinois, University of Michigan, University of CA, Hastings, Boalt Hall

Historically Black Colleges and Universities (HBCUs): [No response]

Diversity job fairs: Southeastern Minority Job Fair, Cook County Bar Association's Minority Law Student Job Fair, National LGBT Association's Career Fair

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

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

Yes, we are active supporters of minority law student bar associations and organizations.

Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2008)

	Men	Women
White/Caucasian	7	8
African-American/Black	0	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	9	11

OFFERS MADE* (2008)

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

	Men	Women
White/Caucasian	6	7
African-American/Black	0	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	8	10

OFFERS ACCEPTED* (2008)

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

	Men	Women
White/Caucasian	4	7
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
Total	4	9

NEITHER ACCEPTED NOR DECLINED* (2008)

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

	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

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2008)

	Men	Women
White/Caucasian	3	3
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	3	3

LATERAL OF COUNSEL HIRES (2008)

	Men	Women
White/Caucasian	5	4
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	2
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	5	6

LATERAL PARTNER HIRES (2008)

*Both equity and non-equity

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

NEW PARTNERS PROMOTED (2008)

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

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

NEW EQUITY PARTNERS* (2008)

*Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	1	0
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	2	0

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian or disability-focused bar associations: Yes
- Attend events at diversity legal organizations: Yes
- Participate at diversity job fairs: 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: Yes

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:

[No response]

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2008

1ST-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

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

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

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	3
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	2	3

5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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	0	1

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2008

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	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	1	0

8TH-YEAR-PLUS ASSOCIATES

	Men	Women
White/Caucasian	2	3
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	2	3

OF COUNSEL

	Men	Women
White/Caucasian	10	3
African-American/Black	0	1
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	10	5

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	5	6
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	6	6

EQUITY PARTNERS

	Men	Women
White/Caucasian	6	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	6	0

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

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

Yes

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?

None

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

[No response]

Retention and Professional Development

PART-TIME ATTORNEYS (2008)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	8	9	126
Of counsel	20	9	31	69
Non-equity partner	1	6	7	78
Equity partner	0	0	0	109

Management Demographic Profile

FIRMWIDE COMMITTEES 2008

EXECUTIVE/MANAGEMENT COMMITTEE*

*Attorneys on the Executive/ Management Committee or equivalent

	Men	Women
White/Caucasian	6	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	6	1

HIRING COMMITTEE*

*Attorneys on the Hiring Committee or equivalent

	Men	Women
White/Caucasian	7	4
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
Total	7	5

PARTNER REVIEW COMMITTEE*

*Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

*Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	7	5
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	8	5

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	6
African-American/Black	2	3
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	1	0
Total	9	9

Management Demographic Profile

OTHER LEADERSHIP ROLES 2008

Leadership positions (2008)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	7	26	12
Number of such positions held by:			
Minorities	0	2	1
Women	2	5	3
GLBT attorneys	0	1	0
Attorneys with disabilities	0	1	0

Management Demographic Profile

Please provide information regarding all diverse attorneys who currently (as of July 2009) head offices, practice groups and committees. 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? 7

Minorities heading offices: [No response]

Women heading offices: Jean L. Bertrand, San Francisco, CA (36); Christine A. McGuinness, New York, NY (49)

GLBT attorneys heading offices: [No response]

Attorneys with disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Patricia Brown Holmes, Litigation: White Collar Criminal Defense (9); Gabriel M. Rodriguez, Environmental (14)

Women heading practices: Patricia Brown Holmes, Litigation: White Collar Criminal Defense (9); Marci A. Eisenstein, Litigation: Insurance (3); Paula J. Morency, Intellectual Property (33); Sherry A. Quirk, Energy and Public Utilities (15)

GLBT attorneys heading practices: Sherry A. Quirk, Energy and Public Utilities (15)

Attorneys with disabilities heading practices: Max G. Brittain, Labor and Employment (15)

COMMITTEE LEADERS

Minorities heading committees: Patricia Brown Holmes, Diversity (18)

Women heading committees: Patricia Brown Holmes, Diversity (18); Marci A. Eisenstein, Diversity (18); Heidi Dalenberg, Professional Personnel (18)

GLBT attorneys heading committees: [No response]

Attorneys with disabilities heading committees: [No response]

The Firm Says

Schiff Hardin is committed to diversity in the workplace and in the community. Schiff Hardin is a signatory to the Chicago Bar Association's Diversity Initiative. We also are a signatory to the Policy Statement Regarding the Hiring and Retention of Minority Lawyers issued jointly by the Chicago Bar Association, Cook County Bar Association, Asian American Bar Association of the Greater Chicago Area, and Hispanic National Bar Association. We have long supported the Statement's goal: to achieve participation at all professional levels of lawyers who are members of minority groups.

Our firm also has lent its support to the Call to Action, whereby more than 90 Fortune 500 Chief Legal Officers have made commitments to make diversity a priority in their own departments, actively look for opportunities with law firms that distinguish themselves in diversity issues, and to end or limit relationships with firms whose track records reflect a lack of meaningful interest in diversity. Schiff Hardin is a member firm of the Chicago Committee on Minorities in Large Law Firms. We also are among the nine Chicago law firms that are "leadership signatories" to the Chicago Bar Association's Alliance for Women Call to Action seeking to promote and enhance leadership opportunities for women attorneys in Chicago. Call to Action initiatives include increasing the number of women partners, increasing women's participation on firm committees, and increasing the number of female practice group leaders. We are signatories to the Association of the Bar of the City of New York Statement of Diversity Principles. We also are signatories to the ABA Commission on Mental and Physical Disability: "Disability Diversity in the Legal Profession: A Pledge for Change."

In 2007, Schiff Hardin became a Founding Member of the Project for Attorney Retention ("PAR"), which works to stem unwanted attrition among lawyers by promoting work-life balance and the advancement of women in the legal profession. In 2009, Schiff Hardin hosted the Diversity and Flexibility Connection working group, which is a PAR initiative.

In addition to hiring and mentoring lawyers who are women and members of minority groups, we support our goal of a diverse working environment in other ways. The Diversity Committee, co-chaired by Marci Eisenstein, a current member of our firm's Executive Committee, and Patricia Brown Holmes, who leads our White Collar and Corporate Compliance client service team, abides by the following mission statement:

"To enhance our firm's ability to recruit, hire, develop, retain, and promote a diverse professional workforce on the basis of demonstrated merit and performance by continuing the development of an inclusive culture that promotes the likelihood of success for all lawyers at our firm."

The Diversity Committee is composed of 18 members. The committee's composition makes clear that our firm's commitment to diversity and inclusion begins at the highest levels of firm management. The Diversity Committee recognizes the importance of communication and collaboration with those responsible for firm management, recruiting and the development of professional personnel, and therefore its members include our firm's Managing Partner, the chair of our firm's Law Student Recruitment Committee, and the chair of our firm's Professional Personnel Committee. Key practice group leaders also are members of the Diversity Committee, including the leader of the Environmental Group and heads of our firm's Class Action, Insurance, and White Collar Criminal Defense client service teams. Seven committee members are minority lawyers (including African-American, Hispanic, and Asian), nine are women, one is a member of the GLBT community, and one has a disability.

The Diversity Committee meets frequently to set goals for diversity, to monitor and promote the development of diverse lawyers at our firm, and to pursue various diversity initiatives.