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On behalf of the Crowell & Moring community, it is my honor to present our fourth annual Diversity & Inclusion Report. We appreciate your interest in Crowell’s progress on the path to meaningful, sustained, and inclusive diversity throughout our community, and your partnership in advancing the goal of equity throughout our social and business communities.

2020 was a year of unprecedented challenges, the largest of which still defines our lives today. The novel coronavirus pandemic exacted a toll on our physical and mental health and our personal liberties and social interactions beyond anything the world had confronted in the past century. In the United States, that impact was particularly severe for people of color, as health and socioeconomic disparities exposed Black and Brown people to disproportionate vulnerability and mortality in the face of this disease.

Amidst this overwhelming environment, 2020 also bombarded us with horrific events born of racism and bigotry. We bore witness to the senseless and brutal killings of unarmed Black people. George Floyd, Ahmaud Arbery, and Breonna Taylor were sadly only the most visible and well known victims of these atrocities - so many of which related to law enforcement actions and policies that seemed indifferent to the value of Black lives. Seemingly endless reports and recordings of racially motivated violence, biases, and a wide array of other injustices against Black and Brown people across the country flooded our consciousness - creating for some a newfound awareness of what has been happening for far too long, and for others who already lived this reality a sickening sense that mass public awareness only resulted from the dictum that “seeing is believing.”

For our people of color, the impact of these events was profound. Mundane activities like a walk into a convenience store, or a jog through a neighborhood, or an outing in a park, could become the basis for a violent attack based on little more than the color of one’s skin. How and where could people of color be safe in this environment?

Adding to this mix the radical impact of the pandemic, with health risks associated with nearly all social gatherings and a toxic political climate in which peaceful demonstrations could anticipate counter-protests and often suppressive law enforcement response, the public climate in many American cities was palpably tense in 2020.
At Crowell, we reacted to this calamitous time with deep concern and empathy for each other, and outcry against the racial injustices surrounding us. We stood in solidarity as a community, seeking to lend support and embrace our Black lawyers and professional staff and searching for ways to make our community both a safe space and a place where change might come more swiftly than in the world around us.

That effort began with words, and moved quickly towards action. Words of disgust with the revolting atrocities and racial hatred laid bare by recent events. Words of support for our Black and Brown colleagues and their families. And words of appeal, from members of our African American Affinity Group, who reached out to our Management Board in pursuit of actions to enliven the mission-based values of trust, mutual respect, and inclusivity that have been foundational to our firm for nearly 42 years.

Forging an effective response to this moment and this outreach required first that we appreciate and acknowledge that for all our best intentions, our law firm remains little better than most large law firms when it comes to genuine diversity and racial equity. We have made progress steadily for years, and yet we still do not reflect fully the diversity of the places where we work or the clients that we serve. Like most law firms, we have made incremental progress in an area where the need for change is great.

Just as our community adapted with swiftness and grace to the “new normal” imposed on us by the pandemic, and came together to ensure that we protected the health and well-being of each individual, we needed to undertake a far more urgent response to the racial inequities we sought to overcome.

I am proud to say that in a year when the array of social, political, and health challenges converging on us could have been overwhelming, we instead made more progress as a community in pursuit of racial equity than ever before. This report reflects the many ways in which our diversity, equity, and inclusion endeavors were broadened and deepened in very necessary, thoughtful, and intentional ways – with results that we could see and measure in real-time.

While our entire firm community shared this sense of purpose, much credit goes to the members of our African American Affinity Group who identified specific areas of concern and opportunities
for action, and who teamed with firm leadership in this pursuit. In response to their outreach, the Management Board created our Racial Equity Task Force, which is described in more detail later in this report. With a high level of Management Board engagement (including participation from the entire Executive Committee), African American Affinity Group member participation, and contributions by others in the firm, the Task Force identified both near-term actions and long-term changes that the firm is undertaking to achieve systemic and enduring change. Significant opportunities were identified across a range of areas affecting our recruitment and advancement of talent, our development and performance of client business, and our shaping of firm policies and communications. We’ve already taken meaningful and productive steps on many fronts, and the Task Force continues to review every aspect of our processes and operations to ensure that diversity, equity, and inclusion remain central to everything we do. The work of the Task Force has catalyzed change in ways that reach far beyond our prior initiatives, ensuring that our leadership and management remain riveted on ensuring that all of our firm policies and practices advance our racial equity mission.

As legal professionals, we have the privilege and opportunity to use our skills to forge change well beyond our firm community, and at Crowell we have a proud and storied history of living that commitment through our pro bono public service efforts. In the best Crowell traditions, our Public Service Committee launched last spring our Racial Justice Pro Bono Task Force with the focused goal of taking on clients and causes that would combat racial injustice in our cities and society. The Racial Justice Pro Bono Task Force has identified and advanced dozens of engagements where our lawyers and staff are deploying our advocacy talents, our privilege, and our resources to support the most vulnerable and marginalized people in America, and to advance impact litigation, legislation, and policy change. As part of that effort, we have committed to providing at least $1 million in pro bono legal services focused on advancing the causes of racial equity and justice in 2021. Additionally, the firm is donating $750,000 total from 2020 through 2022 to the Equal Justice Initiative and the Lawyers’ Committee for Civil Rights Under Law – $375,000 each. We are proud to partner with these two nonprofit organizations dedicated to the advancement of racial equity, justice, and fundamental human rights. We are determined to live out our values to the fullest extent possible, to act more than we speak, and to remain steadfast in finding new and innovative ways to bring about meaningful change for our community and the people we serve.
The Crowell & Moring community believes that its mission and greatest success requires us to be genuinely diverse and meaningfully inclusive. We know that real work yet remains for us to achieve our best self. We have created new opportunities; new relationships; and a new level of transparency, dialogue, and communication. Our 2020 results bear out the progress we have made – an overwhelmingly diverse summer associate and first year class, the largest percentage of diverse partners ever elected to equity partner status, and a majority of newly elected income partners who are women and diverse – and we are far from finished.

As we concluded 2020 and began 2021, we were reminded that there are many levels of racial injustice in America that have scarcely been addressed, even after the tumultuous events of the past year. Hatred and violence against Asian Americans has spiked in the midst of the pandemic and xenophobic efforts to lay blame for the global health crisis. Political polarization that has masked white supremacist and anti-Semitic bile was laid bare in the January attack on the U.S. Capitol. And the lasting economic impact of the pandemic’s global economic crisis is bound to fall disproportionately on those who already were at disadvantage in the workplace and the political landscape before that crisis ensued. At Crowell, we will continue to create opportunities for conversation about race and racial justice, and will continue to drive forward our diversity, inclusion, and equity efforts within our firm, the legal profession, and the broader business community. Crowell & Moring stands with all who embrace true equity as an imperative, and who are committed to the intentional actions we must take to achieve it.
The year 2020 brought long-buried issues of racial inequity and injustice to the surface, with the COVID-19 pandemic taking (and continuing to take) a disproportionately heavy toll on communities of color. On top of that, incidents of racial violence, bias, and racially motivated police brutality and misconduct made headlines on a seemingly daily basis. As the November elections neared, our nation was more divided than it has been in years, and attempts at voter suppression focused on disenfranchising diverse communities resurfaced in ways that they had not in decades.

These challenges sparked new conversations across the legal profession and within the Crowell community. Our firm has a proud tradition of being a leader in the legal industry when it comes to creating a truly diverse, equitable, and inclusive workplace. We have achieved this by implementing truly innovative initiatives focused on ensuring that we offer everyone a welcoming work environment and culture where they can succeed. But the events of 2020 raised the stakes, as the realization grew that we could no longer be satisfied with gradual progress. After the murder of George Floyd, the chair of our Management Board circulated a heartfelt letter to the entire firm, urging us to not only be sensitive to, and supportive of, those in our firm community who were hurting and feeling personally threatened, but to also:

“... speak up, speak out, and channel, constructively, peacefully, and persistently our outrage that such things as these can happen in a nation defined by principles of freedom and equality ...”

This willingness of Crowell & Moring’s senior leadership to engage in a candid and potentially uncomfortable conversation sent a strong message to the firm, especially to our diverse lawyers and professional staff, about our commitment to pursue meaningful and significant change even more aggressively than we had done before. Encouraged by this message and rightfully enraged by our world’s circumstances, members of the African American Affinity Group began a dialogue with firm leaders that led to the creation of our Racial Equity Task Force. This initiative was unquestionably one of the most impactful achievements of our 2020 diversity, equity, and inclusion efforts.
Following its establishment, we saw a wealth of other purposeful events held and milestones reached last year, overcoming the substantial challenges presented by the need to work and connect virtually. A powerful six-week interactive “Diversity and Implicit Bias Dialogues” series, which had been planned prior to the pandemic, became poignantly more relevant when it was modified to reflect actual situations in the firm, rather than fictional hypotheticals. Unconscious bias trainings dealt with important issues relating to the realities of recruiting and evaluation practices – two crucial aspects of creating and maintaining a diverse and inclusive workplace. Our Orange County office created its own “17-week” program around the topic of better understanding the Black experience in America, and our “Diverse Attorney Coffee Hours” that began in 2019 were expanded, with diverse partners throughout the firm sharing personal stories of their career trajectories, including challenges they encountered along the way. The Women’s Leadership Initiative sponsored client events, panel discussions, and more, in an effort to inspire allyship and bring to light racial inequities within our diverse population of women lawyers.

We are encouraged by the recognition of our DEI efforts by publications and organizations dedicated to increasing diversity in the legal profession, including Diversity Lab’s Mansfield Rule 3.0 certification, the Human Rights Campaign Foundation’s “Best Places to Work for LGBTQ Inclusion,” and Working Mother’s “Best Law Firm for Women.” These recognitions help us measure and hold us accountable to the strides we are making in our mission to create a workplace that reflects the communities in which we work and live. They demonstrate that the recruiting we are doing, the promotions we are making, and the talent pipeline we are establishing are making an impact, and they challenge us to continue to improve in new and important ways.

As we move ahead into 2021, we are committed to continuing programming to educate ourselves about the impact of racism and how we can be allies and change makers. We will continue to improve and provide meaningful development opportunities to all of the individuals in our firm, particularly our diverse members. We hope that this report displays the richness of our diversity, equity, and inclusion efforts, and we welcome feedback and continued dialogue on the ways in which we can – and must - improve, in order to make real, significant, and lasting change for the better.
2020 U.S. DIVERSITY SNAPSHOT

LEADERSHIP:
LAWYERS
(WOMEN, LAWYERS OF COLOR AND LGBTQ+ LAWYERS)
AS OF 12/31/2020

- 42% MANAGEMENT BOARD
- 32% PGLs
- 41% COMMITTEES
- 50% OFFICE MANAGING PARTNERS

LEADERSHIP:
PROFESSIONAL STAFF
(WOMEN, PEOPLE OF COLOR, AND LGBTQ+ PEOPLE)
AS OF 12/31/2020

- 50% C-SUITE
- 69% DIRECTORS
- 85% MANAGERS

PROMOTIONS:
(WOMEN, LAWYERS OF COLOR AND LGBTQ+ LAWYERS)
EFFECTIVE 1/1/2021

- 70% EQUITY PARTNERS
- 67% NON-EQUITY PARTNERS
- 67% COUNSEL

PROMOTIONS:
LAWYERS OF COLOR ONLY
EFFECTIVE 1/1/2021

- 30% EQUITY PARTNERS
- 22% NON-EQUITY PARTNERS
- 17% COUNSEL
PARTNER RECRUITMENT
AS OF 12/31/2020

- **31%** Women
- **19%** Of Color
- **0%** LGBTQ+
- **44%** All Women and Diverse

LATERAL ASSOCIATE/COUNSEL RECRUITMENT
AS OF 12/31/2020

- **56%** Women
- **30%** Of Color
- **4%** LGBTQ+
- **63%** All Women and Diverse

FIRST YEAR CLASS
STARTING IN 2021

- **65%** Women
- **57%** Of Color
- **17%** LGBTQ+
- **83%** All Women and Diverse

SUMMER ASSOCIATE CLASS

- **70%** Women
- **60%** Of Color
- **10%** LGBTQ+
- **85%** All Women and Diverse
The mission of Crowell & Moring’s Diversity Council is to help build and retain a diverse community of legal professionals that reflects and fosters the firm’s commitment to client service through teamwork, innovation, equity, and inclusion. In collaboration with firm leadership, the Council develops and coordinates diversity and inclusion efforts and facilitates community-building firm-wide.

The 32-member Council comprises partners, counsel, associates, and staff from the firm’s U.S., London, and Brussels offices. It is led by a Steering Committee of 10 partners and Chief Talent and Inclusion Officer, Don Smith.

The Steering Committee meets regularly to set the strategic direction of the firm’s diversity, equity, and inclusion initiatives, with feedback from the Council and broader firm. Committee members help devise tangible goals and action steps which, in 2020, included conversations regarding strategic talent pipelining, increased visibility, and client engagement in partnership with the firm’s client service teams, and supporting the firm’s Racial Equity Task Force initiatives (more on page 16). These efforts have led to increased dialogue and transparency regarding equity at both the Council and firm leadership levels.
STEERING COMMITTEE CO-CHAIRS

Juan A. Arteaga
Keith J. Harrison

STEERING COMMITTEE MEMBERS

Lorraine M. Campos
Kathy Hirata Chin
Renée Delphin-Rodriguez
Valerie M. Goo
Philip T. Inglima
Andrew J. Knight
David R. Stepp
Don Smith

Not pictured: John Murino.
DIVERSITY COUNCIL MEMBERS

Anuj Vohra  
Partner

Deirdre Long  
Absolon  
Senior Counsel

Randa Adra  
Counsel

Cynthia Brady  
Counsel

Tiffany Chang  
Counsel

Sima Namiri-Kalantari  
Counsel

Tyler A. O’Connor  
Counsel

Michelle Pham  
Counsel

Roma Sharma  
Counsel

Rebecca Suarez  
Counsel

Mark Forster  
Associate
2020 HIGHLIGHTS: INVITING INTROSPECTION, INSPIRING ACTION, DRIVING CHANGE

RACIAL EQUITY TASK FORCE

In response to the subsequent heightened awareness around racial injustice following the killings of George Floyd, Ahmaud Arbery, Breonna Taylor, and countless others, Crowell & Moring’s leadership established the firm’s Racial Equity Task Force. Comprising our Management Board, other firm leaders, members of our African American Affinity Group, and our Chief Talent & Inclusion Officer, the Task Force aims to identify immediate actions and establish longer-term goals for ensuring that firm policies and practices are equitable and provide meaningful opportunities for our entire community. The Task Force is divided into four workstreams, including: (1) Talent Growth; (2) Talent Development; (3) Business Development and Allocation; and (4) Firm Policies and Communication.

Since its creation, the Task Force has (1) held unconscious bias trainings for all lawyers, designed to identify and counter potential bias in the evaluation and hiring processes; (2) increased engagement of racially diverse lawyers within the firm’s client service teams to ensure we continue to meet our high standards of client service; (3) established a sponsorship program between Management Board members and our Black non-partner lawyers to ensure equitable access to career development and sponsorship opportunities; (4) worked with individual practice group leaders to develop actionable development plans for their attorneys of color and LGBTQ+ attorneys; and (5) increased transparency on promotion decisions and opportunities, helping to yield a newly elected partner class of 67% women and diverse lawyers in 2021.

In addition to the multiple internal efforts we have undertaken and maintained, we believe it is important to hold ourselves accountable to our larger community, offering our time and resources to organizations working toward a more equitable society. To that end, the firm
announced in December 2020 that we are donating $750,000 over the course of three years to the Equal Justice Initiative and the Lawyers’ Committee for Civil Rights Under Law, two highly respected national nonprofit organizations dedicated to the advancement of racial equity, justice, and fundamental human rights. These contributions are a direct result of the feedback, guidance, and support of our firm’s African American Affinity Group, which inspired the firm to enhance our effort in a more well-rounded and impactful way. We have also pledged to provide $1 million in pro bono legal services in 2021 to cases and causes that will combat racial injustice and inequality and advance representation and inclusion in our communities and nationwide. We look forward to continuing these efforts in 2021 and the years to come.
DIVERSITY AND IMPLICIT BIAS TRAININGS AND DIALOGUES

Through the years, Crowell & Moring has sustained concerted efforts to educate our community on the ways in which our biases can impact our actions, the career trajectories of women and diverse talent, and the sense of belonging that is necessary for each of us to thrive in a truly nurturing, equitable, and inclusive environment. In recent years, these efforts have included firmwide training programs for all lawyers, as well as tailored discussions with firm leadership, committee members, summer associates, and new hires. These have also included facilitated dialogues on identifying and eliminating unconscious biases that may create obstacles to the professional success of our diverse lawyers and professional staff.

Over the course of six weeks, the firm hosted firmwide “Diversity & Implicit Bias Dialogues.” The objectives of the program were to (1) provide a safe forum for participants to explore the impact of their past, their perspectives, and their conscious and unconscious biases on their individual interactions and on the firm; (2) offer tools to engage in courageous, potentially uncomfortable conversations within and outside of our firm community; and (3) deliver effective action steps for allies and diverse professionals within our firm community to promote anti-racist and ally-driven behavior.

A total of twenty 90-minute Zoom sessions were offered to members of the firm, each facilitated by American University Washington

“A key takeaway from the Diversity & Implicit Bias Dialogues was that everyone needs to stop and reflect on our unconscious biases and actively fight against stereotypes that can damage a relationship or even someone’s career.”

- Solomon Shin,
Special Assistant

2020 Diversity & Inclusion Report
College of Law Professor Llezlie L. Green, noted scholar, writer, and speaker on topics including critical race theory, critical race feminism, human and civil rights, and employment law. Professor Green divided these sessions into three parts: implicit bias and cultural competency training, breakout discussions on scenarios relevant to the firm and current events, and larger group discussions on impressions and lessons learned to close out the program. Professor Green explained, “On some level, our brains are stereotyping whether we want them to or not. We are automatically assigning meaning to difference.” She also cautioned that, “… we have to make sure that we are using it in a way that is productive.”

As a continuation of these conversations, the firm also hosted implicit bias trainings for all lawyers, specifically focused on identifying and disrupting bias in the evaluation and hiring processes. Participants left both trainings with practical tools for interviewing and providing feedback effectively, allowing everyone to contribute more productively to our continued goal of promoting the equitable recruitment and development of a broad and diverse pool of talent.

“It was really impactful to learn that the provided discussion scenarios were based on real-life Crowell experiences. Putting a stamp of authenticity on the scenarios took the discussion out of the realm of the hypothetical into a direct contemplation of how others experience life at Crowell and what we can all do to make that experience better.”

- Gloria Martinez Trattles, Senior Counsel
ORANGE COUNTY OFFICE 17-WEEK INITIATIVE

In August, our Orange County office launched a 17-week-long series of internally facilitated dialogues, designed to foster awareness, growth, and understanding around a variety of topics related to Black and African American experiences. Each week, an office member led a brief Zoom discussion on relevant articles, videos, and audio clips. Topics were selected and developed by counsel Cynthia Brady, associate Akhil Sheth, practice support manager Tony Williams, office coordinator Neva Jongewaard, and paralegal Athena Reyes.

Dialogue themes ranged from historic and current racism in the United States; white privilege and implicit bias; education and housing discrimination; allyship and voting rights; identity, beauty, and image; and the role that the legal system and media play in perpetuating racial stereotypes and prejudice. One attendee commented, “I never thought I would have a platform at a law firm to speak about the racial injustices that have occurred in history and continue to affect our daily lives. This initiative provided a safe space to candidly discuss touchy social issues with my colleagues, with no judgment.” Given the immense and positive impact within our OC office community, we are exploring ways to keep the conversation going in future years.

“The OC office leadership allowed us to all come together to have meaningful and personal conversations surrounding tough topics that directly affect the African American community. I believe these conversations have allowed us all to be more educated about the issues that face the African American community, bringing the attorneys and staff closer together. I have never been more proud to say that I work at Crowell & Moring then after participating in the 17-Week Initiative.”

- Tony Williams,
  Practice Support Manager
DIVERSE ATTORNEY COFFEE HOURS

Building on an effort started in 2019, when a group of approximately 40 diverse lawyers across the firm’s five U.S. offices gathered for the first of a planned series of diverse lawyer “Coffee Hours,” members of our diverse attorney community continued to host these interview-style programs virtually throughout 2020. These discussions offer the opportunity for our diverse lawyers to connect across offices and engage in conversations designed to facilitate continued growth and development. Sessions feature a partner being interviewed by an associate or counsel, inviting them to share stories about their personal life and career trajectories, challenges faced along the way, and how they positioned themselves for success. In 2020, topics also included mentorship, sponsorship, countering bias, leveraging your diversity for success, and advice they wish they had received throughout their development.

Interview pairs included:

**APRIL**

Partner **Chahira Solh**, head of our Orange County office and Associate/Counsel Recruiting Committee, interviewed by associate **Eric Fanchiang**

**MAY**

Partner **Evan Y. Chuck**, head of our Asia Practice, interviewed by associate **Shane J. Yodlowski**

**JUNE**

Partner **Robert Holleyman**, president and CEO of Crowell & Moring International, interviewed by associate **Helen Osun**

**AUGUST**

Partner **Keith J. Harrison**, Management Board member, co-chair of Diversity Council Steering Committee, and vice-chair of the Public Service Committee, interviewed by counsel **Roma Sharma**

**OCTOBER**

Partner **Jacinta Alves**, partner in the firm’s Government Contracts and Health Care Practices and Member of the Diversity Council Steering Committee and Recruiting Committee, interviewed by associate **Akhil Sheth**
Crowell & Moring’s Women’s Leadership Initiative is dedicated to the recruitment, retention, and advancement of our women-identifying (“women”) lawyers. Led by counsel and associates chosen by the firm’s Executive Committee, WLI provides opportunities for women attorneys to develop meaningful relationships with their peers, mentors, and sponsors. WLI also serves as a resource for, and actively engages with, firm leadership regarding issues relevant to women in the profession.

In support of its mission to develop a community of talented and empowered women across all of the firm’s offices, WLI sponsors firmwide and office-specific professional development programs. Throughout 2020, WLI leaders helped coordinate programming, both in-person and virtually. Discussions included input from newly appointed partner advisors, designated to offer support, guidance, and practical advice to further diversify the firm’s leadership and development pipeline.

**WLI CO-CHAIRS**

Chalana N. Damron  
Counsel  
Washington, D.C.

Sima Namiri-Kalantari  
Counsel  
Los Angeles

Rachel Raphael  
Counsel  
Washington, D.C.

Tiffany W. Wynn  
Counsel  
Washington, D.C.

Kimberley Johnson  
Associate  
San Francisco
WLI programming focuses on allyship, intersectionality, and the challenges that women, including women of color, face. Highlights of programs in 2020 include:

**FIRESIDE CHAT WITH MINDA HARTS:**
In November, career development consultant, speaker, and author Minda Harts spoke to more than 150 firm lawyers, staff, and clients on the topics of allyship and the advancement of women of color in the workplace. With counsel Tiffany Wynn facilitating, Minda offered thought-provoking insights and practical strategies for interrupting the status quo, becoming an ally, and eliminating toxicity in the workplace. Minda’s best-selling 2019 book “The Memo: What Women of Color Need to Know to Secure a Seat at the Table,” served as the focal point of the interview.

**LETTER TO MY YOUNGER SELF:** “What advice would you give to the younger version of yourself?” was the question that a panel of Crowell lawyers and client business leaders addressed during a program in October. Panelists included clients Amy Keating, chief legal officer, Mozilla; Royce Warrick, senior vice president, general counsel, and corporate secretary, Solenis; Amber Lee Williams, vice-president legal, ethics and compliance, L Brands; and Crowell & Moring partners Lorraine M. Campos and Nicole Janigian Simonian. Counsel Sima Namiri-Kalantari moderated the discussion, during which panelists shared advice and personal stories on the importance of self-confidence, relationship-building, sponsorship, and resilience in their careers.

“Authenticity matters ... embrace who you are! And be intentional about what is important to you ...”
- Royce Warrick, Senior Vice President, General Counsel, and Corporate Secretary, Solenis
EVENING AT THE BALLET: In February, the DC WLI sponsored “An Evening at the Washington Ballet” at the Kennedy Center. Thirty-four guests attended the opening night performance of “Balanchine + Ashton,” including Crowell & Moring women lawyers, their women clients, and firm alumna. The group enjoyed a cocktail hour and brief welcome reception, featuring remarks from Artistic Director Julie Kent, before watching performances by George Balanchine and Sir Frederick Ashton, two of the most influential choreographers of the 20th century.

LONDON STRATEGIC PLANNING MEETINGS: Throughout the pandemic, our London office’s women lawyers gathered to provide an open support forum and identify 2021 goals and initiatives. These include client engagement events for increased visibility, coaching seminars, and other programs aimed at shining a spotlight on women talent, both internally and in the broader industry.

BRUSSELS VIRTUAL NETWORKING EVENTS: Our Brussels office offered a variety of programming, which included programming offered by Fierce Ladies, a Belgian women’s empowerment networking organization; Thursday “Member Meet-Ups,” involving book and movie discussions; and keynote talks and podcasts on topics such as “Developing a Growth Mindset.” They also continued Crowell Café meetings virtually, featuring discussions on topics of diversity and women in leadership. As part of their “Think Pink Europe” project to fight breast cancer, approximately 50 office members, clients, families, and friends ran or walked in their neighborhoods to raise money for “Race for the Cure 2020,” the world’s largest education and fundraising event for breast cancer.

“Embrace the opportunity to be a leader, embrace the opportunity to make a difference, and take a moment to acknowledge YOU are where YOU are supposed to be.”

- Nicole Janigian Simonian, Partner
LOS ANGELES NETWORKING AND VIRTUAL EVENTS: In February, our Los Angeles office hosted a client networking event—dinner and a show featuring stand-up comedian, actress, and writer Ali Wong—attended by 20 women attorneys and clients from Los Angeles and Orange County. During the pandemic, the women lawyers also continued to meet informally to discuss various articles and topics.

ORANGE COUNTY VIRTUAL GATHERINGS: The Orange County office met for virtual discussions on topics including how to practice self-compassion during these challenging times.

SAN FRANCISCO “CROWNING TWO QUEENS” EVENT: The San Francisco office hosted a dinner to honor new partner Kristin J. Madigan and new counsel Molly A. Jones; women promoted to partner and counsel, respectively, in the San Francisco office.

CALIFORNIA CHOCOLATE MAKING EVENT: In an effort to sustain camaraderie and engagement among our women lawyers across the firm’s California offices, our Los Angeles, Orange County, and San Francisco women lawyers gathered for an evening of chocolate making, discussion, and laughter.

“White men who rise quickly because of all the advantages we are now discussing more openly simply have not been victims of micro- and not-so-micro aggressions. And so we are shocked when we hear examples of it. And then we don’t know what to do. Minda gave some very good advice on that score today.”

- Kent Gardiner, Partner
CROWELL & MORING/UC IRVINE LAW SCHOOL INAUGURAL DIVERSITY SCHOLAR

Recognizing the importance of a diverse talent pipeline, Crowell & Moring endowed the University of California, Irvine School of Law with a scholarship fund dedicated to promoting diversity, equity, and inclusion in the legal profession. In her remarks, Dean Richardson noted, “We are incredibly grateful for Crowell & Moring’s important gift and steadfast partnership with UCI Law. This new scholarship will enable us to expand our already deep commitment to tackling the lack of diversity and inclusion in the legal profession.”

The firm held a virtual reception in September for the inaugural recipient of the award, Sayid Bnefsi, which included remarks from UCI Law Dean L. Song Richardson, Crowell & Moring partner Daniel A. Sasse, and firm associate (and UCI alumnus) Eric Fanchiang. Sayid is a first-year law student pursuing his J.D. and a Ph.D. in philosophy while also volunteering with the UCI Law chapter of the International Refugee Assistance Project, assisting Afghani and Iraqi nationals with visa applications. Sayid emigrated to the U.S. from Iraq with his family and grew up in Michigan. He is a graduate of Berea College and has an M.A. degree in philosophy from Northern Illinois University.

“Having a diverse community gives us tools to connect with others in a way that nothing else can. You can’t read about diversity in a book and say, “Great! Looks like I solved racism and homophobia.” You have to actually go out, meet people, and understand their stories to be able to connect with them. Those connections help us serve our clients, communities, and justice system.”

- Eric Fanchiang, Associate
In 2020, our London office remained steadfast in their efforts to ensure that diversity, equity, and inclusion remained a key facet of our firm’s core functions and everyday life, despite the challenges of this new remote environment. The London Diversity & Inclusion Committee – including partner Andrew J. Knight; counsel Stefanie Atchinson; associates Mark Foster, Amanda Kwagala, and Seye Olufunwa; and London office director Caroline Stevens – worked tirelessly to devise educational activities and opportunities for engagement during cultural history and heritage months, such as Pride Month in June and U.K. Black History Month in October.

Due in no small part to their tremendous efforts over the last few years, the office was shortlisted as a finalist in the Legal Advisor of the Year and Culture and Diversity categories of the 2020 Partnership Awards. The Culture and Diversity Award recognizes forward-thinking organizations that have created inclusive and ethical workplace cultures.
THE CROWELL ENGINEERS-IN-LAW (CEIL) DEVELOPMENT PROGRAM

Central to Crowell & Moring’s recruitment efforts is our approach to diversifying the legal talent pipeline. In an effort to address the underrepresentation of women and minority intellectual property service providers, we rolled out our Crowell Engineers in Law (CEIL) development program in late 2019. This 10-week paid internship is an early pipeline career development program designed to (1) educate diverse engineering talent on career opportunities as a patent legal service provider; (2) provide the opportunity to work at a major law firm focused on improving diversity in the legal profession; (3) nurture and mentor high-potential minority engineers from engineering school through law school; (4) positively impact the shortage of diverse engineering talent in the field of IP law both in our firm and in the country; and (5) enhance Crowell & Moring’s relationships with undergraduate educational institutions by providing student job placement opportunities. The firm’s first CEIL intern – an electrical engineering student now in his junior year at the George Washington University – was slated to start his internship in 2020, but due to the impact of COVID-19, his start date has been deferred to 2021.
ADVOCATING FOR EQUITY THROUGH PRO BONO AND PUBLIC SERVICE

As part of our continuing efforts to advance the causes of racial equity and justice, in 2020, Crowell & Moring launched a Racial Justice Pro Bono Task Force, and we pledged to provide $1 million in pro bono legal services in 2021 to cases and causes that combat systemic racism in the United States. This pledge strengthens and furthers the firm’s historical commitment to pro bono in the areas of racial justice, representation, equity, and inclusion.

Recent examples of Crowell & Moring’s social justice-focused pro bono work on voting rights issues include:

• *Alabama, et al., vs. Alabama State Conference of the National Association for the Advancement of Colored People, et al.* Partner Keith J. Harrison is leading a firm team representing the Alabama NAACP in litigation seeking to prove that at-large judicial elections in Alabama violate Section 2 of the Voting Rights Act by diluting the voting power of African American citizens. The case raises a multitude of weighty issues, including the application of Section 2 to judicial elections; whether the Voting Rights Act abrogates state sovereign immunity; and the extent of Congress’ powers under the Reconstruction Amendments. In February 2020, the 11th Circuit ruled that private plaintiffs may continue to bring suits against states under the VRA, joining the 5th and 6th Circuits in holding that individuals and organizations can sue states in federal court when they racially discriminate against voters.

• More than 30 Crowell & Moring lawyers and professional staff served as volunteers with the Election Protection Hotline, the largest nonpartisan election protection hotline in the United States.

• Over a dozen firm attorneys worked with The Advancement Project, serving as Rapid
Response Teams in Georgia, Pennsylvania, and Virginia, to address voting rights issues on Election Day 2020. Partner Natalie O. Ludaway led an effort to support the Voter Protection Project of the Progressive State Leaders Committee.

Our lawyers have also devoted numerous pro bono hours throughout the years to eradicating racial bias in the administration of the death penalty and improving the criminal justice system. In March 2020, partner Keith J. Harrison presented an oral argument before the U.S. Court of Appeals for the 11th Circuit in Crosley Green v. Secretary, Department of Corrections and Attorney General, State of Florida. The firm has represented Mr. Green since 2008, successfully winning a reduction in sentence and securing his release from Florida’s death row in 2009. In the appeal, Keith is seeking to preserve the federal trial court ruling that Mr. Green should be released or granted a new trial because prosecutors in his initial trial in 1990 withheld crucial information from his defense attorney. The firm’s efforts were the subject of an April 2020 “48 Hours” program on CBS and various newspaper reports, particularly highlighting Keith’s work, as well as that of partner Jeane Thomas.
Since 2005, Crowell & Moring has hosted its Diversity Speaker Series, featuring distinguished speakers from various backgrounds to share their unique experiences and perspectives with our lawyers and staff in an effort to further foster cultural competence and awareness of various historically underrepresented communities. The programs are broadcast to all offices, and speaker selections often coincide with, but are not limited to, cultural heritage months.

**FEBRUARY: BLACK HISTORY MONTH**

Nationally recognized voting rights and election law expert Gilda Daniels kicked off our 2020 Speaker Series. Currently an associate professor at the University of Baltimore School of Law and Director of Litigation for Advancement Project’s National Office, Gilda served as a deputy chief in the Department of Justice, Civil Rights Division, Voting Section during both the Clinton and Bush administrations. Gilda discussed her book, “Uncounted: The Crisis of Voter Suppression in America,” which explores the phenomenon of disenfranchisement through the lens of history, race, law, and the democratic process and warns that restrictive laws and other deceptive practices are eroding the right to vote.
Crowell & Moring counsel Michelle Pham interviewed Bonnie Lee Wolf, an associate vice-president at the Fortune 100 Nationwide Mutual Insurance Company and immediate past president of the National Asian Pacific American Bar Association. Bonnie detailed her personal background and path to leadership at Nationwide and within NAPABA, an organization of more than 50,000 Asian American Pacific Islander lawyers, judges, law professors, and law students. She also discussed the increase in violent discrimination against the Asian American and African American communities during the pandemic and how she established a coalition of minority bar associations to fight racism and promote unity.

“It felt crucial to hear Bonnie Lee Wolf, a leader in the legal community, address the increase in anti-Asian hate crimes, the urgency of standing in solidarity with those resisting anti-Black violence in the wake of the murder of George Floyd, and our obligation as attorneys to work towards achieving more equitable conditions for marginalized people everywhere.”

- Michelle Pham, Counsel
JUNE: PRIDE MONTH

M. Dru Levasseur, National LGBT Bar Association Director of Diversity, Equity, and Inclusion and a leading figure in the LGBTQ+ equality movement for more than 25 years, led two educational seminars and discussions in June. Topics included how we can better understand and support the LGBTQ+ community; understanding the importance of pronouns and trans and non-binary issues; the intersection of race, sexual orientation, and gender identities; best practices for approaching LGBTQ+ topics; interrupting bias; and the impact of COVID-19 on the broader LGBTQ+ community. Partner Ryna C. Tisch, counsel Tiffany Chang, and associate Christopher Pinto, participated as panelists, offering their insights, guidance, and perspectives on these important topics.

“In a year of so much societal struggle and confusion, our firm continued the necessary focus on weaving the fabric of diversity, which must always include equal attention to the LGBTQ+ community. The 2020 diversity programs spoke to real-time issues facing LGBTQ+ members of the legal profession - which often cross other strata of diversity including race, disability, and age - with a particular focus on depression, addiction, and isolation experienced during the pandemic.”

- David McFarlane, Partner
SEPTEMBER-OCTOBER: HISPANIC HERITAGE MONTH

Our Hispanic Heritage Month speaker was constitutional and civil rights attorney Juan Cartagena, one of the nation’s leading voices on equality and nondiscrimination. Juan is president and general counsel of LatinoJustice PRLDEF, a national civil rights public interest law office that represents Latinos throughout the country and works to increase their entry into the legal profession. Juan spoke about his work litigating on behalf of minority communities in areas such as housing, education, voting rights, and employee discrimination. He also discussed his work litigating and publishing articles on the effects of mass incarceration on Latino communities.

OCTOBER: DISABILITY EMPLOYMENT AWARENESS MONTH

Denise Avant, Affiliate President of the National Federation of the Blind of Illinois and a director of the National Federation of the Blind, spoke about her 30+ years of experience as a blind attorney and offered ideas on how to foster a truly inclusive work environment for people with disabilities. Now retired from the practice of law, Denise sits on the National Association of Blind Lawyers board and is Chair of the ABA Commission on Disability Rights. She offered advice for eradicating society’s low expectations for, and negative attitudes about, people with disabilities.

“Diversity Speaker Series events make me feel seen and included. Each event inspires me to learn more about my colleagues and the community around me. The carefully curated speakers invoke a sense of togetherness and leave us with actionable takeaways.”

- Makeda Eyasu, Professional Development Assistant
Crowell & Moring maintains four diverse attorney affinity groups and three resource networks that promote equity, inclusion, and opportunity within the firm. These groups are led by lawyers and staff members of all seniority levels and meet regularly, each setting its own agenda tailored to the needs of its members. Meeting topics include client and business development, industry trends, and attorney integration. Members share resources and provide a support network focused on optimizing their experience at the firm and maximizing career opportunities.

One of the most notable efforts in 2020 was the African American Affinity Group’s presentation of a memo to the firm’s Management Board, outlining goals for progress on racial equity at the firm. The group also recommended tangible action steps that led to the creation of the firm’s first Racial Equity Task Force (more on page 16).

Various affinity group members met throughout the year to discuss topics such as the firm’s efforts to ensure racial equity; self-advocacy in the evaluation process; firm recruitment and retention practices; and strategies for incorporating and embracing diversity in effective client engagement. Crowell’s Affinity Groups and their leaders include:

**BLACK AFFINITY GROUP**

- **Elliott P. Laws**
  Partner

- **Astor Heaven**
  Partner

- **Tiffany Wynn**
  Counsel

- **Helen Osun**
  Associate
ASIAN PACIFIC ISLANDER AFFINITY GROUP

Evan Chuck
Partner

Tacie Yoon
Counsel

HISPANIC & LATINX AFFINITY GROUP

Angel Prado
Counsel

Karla Arias
Associate

LGBTQ+ AFFINITY GROUP

Ryan C. Tisch
Partner

Britton D. Davis
Counsel
Since Crowell & Moring’s beginnings in 1979, our culture has emphasized flexibility and work-life balance. This is illustrated by the variety of work arrangements available to our lawyers – including reduced (balanced) hours and remote work, the latter of which has taken on an entirely new meaning in 2020’s new remote working environment necessitated by the COVID-19 pandemic. In 2013, the firm adopted a policy that outlines support of balanced-hours arrangements for firm lawyers and describes the procedures by which balanced-hours schedules can be established and reviewed. We continue to support the concept that work schedules can be tailored to address both the professional and personal needs of our attorneys at any stage of their legal careers, while maintaining excellent client service.

The Balanced Hours Affinity Group, led by counsel Joel Records and professional development counselor and balanced hours coordinator Laura Snodgrass, offers lawyers participating in these arrangements a forum to discuss issues, challenges, and opportunities relevant to their unique work arrangements, including professional development planning and work-life balancing.
The Crowell & Moring Caregiver Network operates as a resource group for all of the firm’s lawyers and staff who identify as caregivers in some capacity. The mission of CCN is to provide resources, support, and a safe forum for lawyers and staff who are navigating the challenges of balancing their professional and caregiving responsibilities. CCN’s focus is broad and includes support for individuals caring for the elderly, persons with illnesses, special needs adults and children, young children, and children school-aged and above.

Recognizing the particular challenges caregivers faced in 2020 with the sudden transition to remote work, homeschooling in many regions, and elderly care, CCN held a series of knowledge and resource sharing calls, which offered the firm’s caregivers an opportunity to share their stories, concerns, and best practices for caring for loved ones amidst the pandemic. A variety of information was compiled into a central document and shared with caregivers, including articles, education tools, and other caregiving vendors and resources. The firm also provided a space on our intranet page to serve as a real-time discussion forum and supported conversations via the group’s email distribution list.

The group is led by partner Michael W. Lieberman; senior manager, learning and professional development Sarah Stein; and director, operations and office services Andre Whisenton.
RECRUITMENT, PIPELINING, AND PROMOTIONS: FORGING A FIRM COMMUNITY THAT REFLECTS THE WORLD IN WHICH WE LIVE

Throughout 2020, Crowell & Moring continued its commitment to diversity in our recruiting efforts. This focus brought about outstanding outcomes in 2020, resulting in a 44 percent yield of women and diverse lateral partner hires firmwide, a 63 percent women and diverse yield of lateral associate and counsel hires, an 83 percent women and diverse first-year associate class, and an 85 percent women and diverse summer associate class. Below are our 2020 women and diverse lateral partner hires. Information on all of the firm’s women and diverse partner talent can be found in Diversity at the Top.

LATERAL PARTNERS: WOMAN AND DIVERSE PARTNER HIRES IN 2020

Meagan T. Bachman
Washington, DC
Practices
• International Dispute Resolution
• Aviation

Caroline E. Brown
Washington, DC
Practices
• White Collar & Regulatory Enforcement
• International Trade
Natalie O. Ludaway  
Washington, DC  
**Practices**  
• State Attorneys General Practice  
• Litigation & Trial

Sadina Montani  
Washington, DC  
**Practices**  
• Commercial Litigation  
• Labor & Employment  
• Privacy & Cybersecurity

Michel C. Narganes  
San Francisco  
**Practices**  
• Corporate  
• Emerging Companies & Venture Capital

Nicola Phillips  
Washington, DC  
**Practices**  
• International Dispute Resolution  
• Litigation & Trial  
• Commercial Litigation

Preston L. Pugh  
Washington, DC  
**Practices**  
• Government Contracts  
• Health Care  
• Labor & Employment  
• White Collar & Regulatory Enforcement

Michael Yaghi  
Orange County  
**Practices**  
• Commercial Litigation  
• Privacy & Cybersecurity  
• White Collar & Regulatory Enforcement
Demonstrating the firm’s ongoing investment in advancing our women and diverse talent, Crowell & Moring elected a diverse slate of new partners, senior counsel, and counsel across the firm in 2020. Of our newly elected partners, 53 percent were women or diverse. Among the counsel promoted to senior counsel, 33 percent were women or diverse, and 72 percent of associates promoted to counsel were women or diverse.

Women and diverse lawyers promoted to partner include:

- **Lauren Aronson**  
  Washington, DC  
  Practices  
  • Litigation & Trial  
  • Advertising & Media

- **Amanda Shafer Berman**  
  Washington, DC  
  Practices  
  • Environment & Natural Resources  
  • Litigation

- **Maria Alejandra (Jana) del-Cerro**  
  Washington, DC  
  Practices  
  • International Trade  
  • Latin America Practice

- **Kate M. Growley**  
  Washington, DC  
  Practices  
  • Privacy & Cybersecurity  
  • Government Contracts  
  • Litigation & Trial  
  • Commercial Litigation
Astor Heaven  
Washington, DC  

Practices  
• Trade Secrets  
• Commercial Litigation  
• Government Contracts  
• Litigation & Trial

Mana Elihu Lombardo  
Los Angeles

Practices  
• Government Contracts  
• Litigation & Trial

Olivia Lynch  
Washington, DC  

Practices  
• Government Contracts  
• Litigation & Trial  
• Privacy & Cybersecurity

Kristin J. Madigan  
San Francisco

Practices  
• Litigation & Trial  
• Commercial Litigation  
• Privacy & Cybersecurity

Allyson McKinstry  
New York

Practices  
• Litigation & Trial  
• Commercial Litigation  
• Financial Services

Megan L. Wolf  
Washington, DC

Practices  
• Antitrust & Competition  
• Litigation & Trial  
• White Collar & Regulatory Enforcement
LAWYER PROMOTED TO SENIOR COUNSEL WAS:

Emma K. Burton  
Washington, DC

Practices
- Mass Tort, Product, and Consumer Litigation
- Antitrust Recovery

WOMEN AND DIVERSE LAWYERS PROMOTED TO COUNSEL INCLUDE:

Emily Alban  
Washington, DC

Practices
- International Dispute Resolution
- Litigation & Trial

Kainoa Asuega  
Orange County

Practices
- Intellectual Property
- Litigation & Trial

Charles Baek  
Washington, DC

Practices
- Government Contracts
- Litigation & Trial

Laura J. Mitchell Baker  
Washington, DC

Practices
- Government Contracts
- Regulatory & Policy
Judith Bussé
Brussels

Practices
• Intellectual Property (Brussels)
• Trade Secrets
• Commercial Litigation

Kathryn L. Cervon
Washington, DC

Practices
• Insurance/Reinsurance
• Regulatory & Policy
• Insurance Disputes
• Litigation & Trial
• Arbitration

Michelle D. Coleman
Washington, DC

Practices
• Government Contracts
• Litigation & Trial

Katie Erno
Washington, DC

Practices
• Labor & Employment
• Litigation & Trial
Nkechi Kanu
Washington, DC
Practices
• Government Contracts
• Litigation & Trial
• Regulatory & Policy

Hilary Johnson
Washington, DC
Practices
• Litigation & Trial
• Mass Tort, Product, and Consumer Litigation

Molly A. Jones
San Francisco
Practices
• Intellectual Property Litigation
• Commercial Litigation
• Litigation & Trial

Justin Kingsolver
Washington, DC
Practices
• Litigation & Trial
• Antitrust & Competition
• Commercial Litigation
• Privacy & Cybersecurity

Tiffanie McDowell
Orange County
Practices
• Antitrust & Competition
• Health Care

Angel Prado
Los Angeles
Practices
• Antitrust & Competition
• Litigation & Trial
Lisa Nicole Umans
New York
Practices
• White Collar & Regulatory Enforcement
• Commercial Litigation
• Litigation & Trial
• Financial Services

Katie Yablonka
San Francisco
Practices
• Antitrust & Competition
• Litigation & Trial

M. Yuan Zhou
Washington, DC
Practices
• Government Contracts
• Commercial Litigation
• Litigation & Trial

Marieke Van Nieuwenborgh
Brussels
Practices
• Antitrust & Competition (Brussels)
• Corporate & Commercial (Brussels)
• Dispute Resolution (Brussels)
ALLIANCES: PURPOSE IN PARTNERSHIPS

Crowell & Moring continues to actively engage with organizations that share our dedication to advancing diversity, equity, and inclusion within and beyond the legal profession. Our support of, and partnership with, these organizations provides our lawyers with career and client development opportunities, networking communities that are critical to their professional success, and important access to efforts that allow them to give back and contribute to the community.

LEADERSHIP COUNCIL ON LEGAL DIVERSITY

For the third consecutive year, Crowell & Moring earned both a “Top Performer” and “Compass Award” designation from the Leadership Council on Legal Diversity in 2020, one of only 22 member organizations to do so. These honors recognize our active participation in LCLD programming, including its Fellows, Pathfinder, Success in Law School Mentoring, and 1L Scholars programs.

We were one of the first law firms to sign on as a member of LCLD when it launched in 2009. Today, LCLD numbers approximately 350 corporate chief legal officers and law firm managing partners. During 2020, partner Ellen Moran Dwyer, chair of Crowell & Moring’s Executive Committee, served as chair of the LCLD board of directors.
MANSFIELD RULE PARTICIPATION

Crowell & Moring achieved Mansfield Rule 3.0 certification status in 2020. Introduced by the Diversity Lab in 2017, the Mansfield Rule’s goal is to boost representation of diverse lawyers in the legal talent pipeline by enlarging the pool of candidates considered for recruitment, leadership, and development opportunities.

Specifically, to achieve certification, the firm was required to consider at least 30 percent women, lawyers of color, LGBTQ+ and lawyers with disabilities for leadership and governance roles, equity partner promotions, formal client pitch opportunities, and senior lateral positions. We are currently seeking Mansfield Rule 4.0 certification in 2021. In addition to tracking for Mansfield purposes, we internally track and report individual practice group recruitment and client pitch inclusion numbers to practice group leaders to help ensure accountability and promote progress on a more granular level.


The firm’s 2020 LCLD Fellow was partner Lauren Aronson; our Pathfinder was counsel Roma Sharma.
In 2020, the firm continued its participation in the AdvanceLaw Diversity Mentorship Program, in which 12 of our mid-level and senior attorneys from diverse backgrounds were paired with senior in-house counsel mentors for career and business development support and guidance. The program provides participants with opportunities to connect with mentors and receive valuable client exposure to promote growth, development, and business-generation skills. Within the first year of the program, a number of our firm’s participants developed and sustained strong relationships which they look forward to continuing and growing in the years to come.
Crowell & Moring is proud to have partnered with numerous organizations and bar associations in 2020 in pursuit of a more equitable and progressive legal community. Some of these include memberships with the Minority Corporate Counsel Association, Coqual (formerly Center for Talent Innovation), and the Diversity & Flexibility Alliance (founding firm member). We are also a founding member of the Legal Diversity & Inclusion Alliance, a first-of-its-kind initiative in the Brussels legal market dedicated to building a diverse and inclusive workplace in which everyone benefits from equal treatment and opportunities. Other affiliated organizations include:

- California Minority Counsel Program (CMCP)
- California Bar Foundation
- Chart Your Own Course (CYOC)
- Corporate Counsel Women of Color (CCWC)
- Equality California
- Foundation for Advancement of Diversity in IP Law (firm partner Teresa “Terry” Stanek Rea serving as current president)
- Hispanic National Bar Association (HNBA)
- Hispanic Bar Association of the District of Columbia (HBA-DC)
- Japanese American Bar Association (JABA)
- Korean American Bar Association (KABA)
- Lambda Legal
- Law Firm Antiracism Alliance
- National Asian Pacific American Bar Association (NAPABA)
- National Association of Women Lawyers (NAWL)
- National Bar Association (NBA)
- National LGBT Bar Association
- Orange County Asian American Bar Association (OCAABA)
- Orange County Bar Association (OCBA) Diversity Task Force
- Orange County Coalition for Diversity in the Law (OCCDL)
- Orange County Lavender Bar Association (OCLBA)
- South Asian Bar Association (SABA-DC)
- Women’s Bar Association (WBA & WBA-DC)
- Women’s In-House Counsel Leadership Institute (WHCL)
RECOGNITIONS: ONE MEASUREMENT OF OUR COMMITMENT

WORKING MOTHER DESIGNATES CROWELL & MORING A 2020 “BEST LAW FIRM FOR WOMEN”

Working Mother magazine named Crowell & Moring one of the “Best Law Firms for Women” for the ninth consecutive year in 2020. The list, which has been published for 13 years, showcases law firms’ efforts and successes in finding, retaining, promoting, and developing women lawyers.

The 61 firms recognized in 2020 were selected based on the following criteria: for women lawyers and lawyers of color, schedule flexibility, paid time off and parental leave, and retention and advancement.

FIRM EARN 100 PERCENT SCORE ON HUMAN RIGHTS CAMPAIGN’S 2020 CORPORATE EQUALITY

Marking its tenth consecutive year of achievement, Crowell & Moring earned a score of 100 percent on the Human Rights Campaign Foundation’s Corporate Equality Index. HRC’s CEI is the premier benchmarking tool used in the U.S. for measuring policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender, and queer employees. Criteria included workforce protections, inclusive benefits, inclusive culture, and corporate responsibility.
LAW360 RANKS CROWELL & MORING AMONG BEST LAW FIRMS FOR RACIAL AND ETHNIC DIVERSITY

For the third consecutive year, Crowell & Moring was ranked among the top 15 firms in its size category in Law360’s 2020 Diversity Snapshot, an annual report that tracks U.S. firms’ racial and ethnic minority representation among its lawyers. The Diversity Snapshot ranks law firms based on their percentage.

In developing their rankings, Law360 collected demographic data from more than 300 U.S. firms or firms with a U.S. component, representing more than 117,000 attorneys, including more than 50,000 partners. Crowell & Moring ranked 13th among firms with 251 to 600 attorneys.

FIRM NAMED A 2020 LOS ANGELES BUSINESS JOURNAL “MOST ADMIRED LAW FIRM”

The Los Angeles Business Journal named Crowell & Moring one of its 2020 Most Admired Law Firms. The lineup included “an assortment of particularly outstanding law firms who are consciously working towards creating diverse, positive, and supportive environments to help drive the success of their attorneys.” Among the factors the Journal considered were company culture, employee compensation, benefits, diversity initiatives, and work-life balance. The publication noted the effectiveness of our firm’s Diversity Council in establishing clear objectives and goals.

LOS ANGELES BUSINESS JOURNAL

2021 Associate Survey

Rankings derived from Vault’s Annual Associate Survey conducted between late January and early April 2020.

#12 Overall Diversity
#10 Diversity for Individuals with Disabilities
#11 Diversity for LGBT Individuals
#14 Racial & Ethnic Diversity
#19 Diversity for Women

Diversity & Flexibility Alliance

Recognized for second consecutive year

50% or more women promoted to partner in 2020
Crowell & Moring’s women and diverse lawyers contribute significantly to legal industry thought leadership. A few such contributions in 2020 include:

“Writing articles has been a great opportunity to gain experience, but to also provide leadership in emerging fields. Through the Autonomous Vehicle article, I have been able to also lead a webinar on this topic to garner further interest in the field and the firm.”
- Rukiya Mohamed, Associate

“4 Tax Questions to Ask Before Signing an Enviro Settlement” Monty Cooper, Teresa Abney (Law360 (July 27, 2020))

“Asking the Right Questions: How Corporate Boards Can Better Respond to Race Discrimination and Harassment,” Michelle Onibokun, Preston Pugh (Corporate Counsel, October 1, 2020)


“COVID-19 Countermeasure Protections Are Not Absolute,” Rebecca Chaney, Cheryl Falvey, John Fuson, Scott Winkelman, Clifford Zatz, Mariam Sarwar (Law360 (April 8, 2020))


“Feeling the Effect,” Laura Foggan, Michael A. Sabino (Best’s Review (May 6, 2020))

“Insurance – AI and Insurance: What’s in That Black Box?” Laura Foggan, Kelly H. Tsai (Crowell & Moring’s Regulatory Forecast 2020 (February 26, 2020))

“Key Regulatory Concerns for Cos. Making COVID-19 Products,” Cheryl Falvey, John Fuson, Mariam Sarwar (Law360 (September 22, 2020))


“Recent FTC Guidance on the Use of Artificial Intelligence and Algorithms in the Age of COVID-19,” Monty Cooper, Jodi G. Daniel, Kate M. Growley, Natalie O. Ludaway (The Computer & Internet Lawyer (September 2020))


“Rules of Policy Interpretation Reflect Lingering Policyholder Bias in the ALI’s Restatement of the Law, Liability Insurance,” Laura Foggan, Rachael Padgett (American Bar Association Tort Trial and Insurance Practice Section’s The Brief, Volume 50, Number 1, © (Fall 2020))


ACCOUNTABILITY: MAKING AN IMPACT

We hold ourselves accountable to continuous improvement and the progression of our mission as stated in our annual strategic plan. Despite a number of challenges presented in 2020 by the pandemic, we remain committed to progress and manage continued momentum, accomplishing most of our objectives, as outlined below.

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>Status</th>
</tr>
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<tbody>
<tr>
<td>Firmwide Unconscious Bias Training</td>
<td>Complete</td>
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<tr>
<td>Summer Associate Diversity Program</td>
<td>Complete</td>
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<tr>
<td>Diversity &amp; Implicit Bias Dialogues</td>
<td>Complete</td>
</tr>
<tr>
<td>Client Development Engagement</td>
<td>Complete</td>
</tr>
<tr>
<td>Diversity Reporting &amp; Surveys</td>
<td>Complete</td>
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<tr>
<td>Formalize Bias Reporting Mechanism</td>
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<tr>
<td>Partnership with LCLD on Program</td>
<td>Complete</td>
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<tr>
<td>Supplier Diversity Program</td>
<td>Coming in 2021</td>
</tr>
<tr>
<td>Firmwide Allyship Programming</td>
<td>Coming in 2021</td>
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</tbody>
</table>

We are proud of our progress and have set our sights even higher in 2021. We look forward to accomplishing even more in the year to come.
REMEMBERING
MONICA PARHAM

Crowell & Moring lost a former colleague and beloved friend, Monica G. Parham, on October 25, 2020, after a valiant battle with cancer. Monica began her 22-year career with the firm as a summer associate in 1992. She was named Crowell & Moring’s first Diversity Counsel in 2007, at a time when few law firms had dedicated diversity professionals on staff. Monica laid the initial groundwork for our diversity, equity, and inclusion initiatives, creating many of the programs that continue to this day, including our Diversity Speaker Series. Monica most recently worked as Director of Diversity & Inclusion at Uber in California.

Monica also established our Diversity Council and our first Diversity Dialogues. Under Monica’s stewardship, we became the first law firm to adopt a corporate-based model of sponsorship. She helped spearhead collaborations with mission-focused organizations dedicated to building more inclusive communities and workplaces and helped us to earn numerous recognitions for our efforts, including several highlighted in this report.

Monica also served in significant capacities beyond our firm, leading many other organizations advancing legal diversity. She was president of the Association of Law Firm Diversity Professionals and the Women’s Bar Association of the District of Columbia. She was a member of the ABA Commission on Women in the Profession’s Women of Color Research Initiative Advisory Board, the Board of Advisors of the Diversity & Flexibility Alliance, and the National Task Force for Diversity in ADR. She also played important roles in several foundations dedicated to serving legal and educational needs of women and children in underserved communities.

In honor of Monica, the firm was proud to make a $25,000 donation to the Honors Scholarship Program at her alma mater, the University of North Carolina, Chapel Hill, to benefit African American and other minority students at the university. Monica worked tirelessly to support the Honors Scholarship Program and we hope our contribution will help to keep her memory and efforts alive.
Crowell & Moring LLP is an international law firm with more than 550 lawyers representing clients in litigation and arbitration, regulatory and policy, and transactional matters. The firm is internationally recognized for its representation of Fortune 500 companies in high-stakes litigation, as well as its ongoing commitment to pro bono service and diversity, equity and inclusion. The firm has offices in Brussels, Doha, London, Los Angeles, New York, Orange County, San Francisco, Shanghai, and Washington, D.C.

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The contents of this briefing are not intended to serve as legal advice related to any individual situation. This material is made available by Crowell & Moring LLP for information purposes only.

For more information about Crowell & Moring’s diversity, equity, and inclusion initiative, visit crowell.com/Diversity or email Diversity@crowell.com.