

# DIVERSITY PLAN

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## COVINGTON'S DIVERSITY PLAN

At Covington, we recognize the differences among us as an asset and a source of strength. We believe that excellence in the practice of law knows no racial, ethnic, gender, religious, sexual orientation, or other boundaries. The firm has an affirmative policy of actively pursuing and maintaining diversity in our workforce, among both lawyers and non-lawyers.

We are committed to cultivating a diverse partnership not only by looking for talented lawyers from outside the firm but also by ensuring that younger lawyers can rise to partnership from within our own ranks. Indeed, the overwhelming majority of our women and minority partners began their legal careers at the firm.

While we are proud of the steps we already have taken, we understand that the job of promoting diversity is never complete. We strive not just to keep pace with our peers, but to lead by example and continue raising the bar for our entire profession. We are constantly examining our progress, improving our efforts, and searching for new and innovative ways to create a more diverse work environment.

Diversity is a fundamentally important component of the firm's strategic thinking. We have developed an approach to succession that includes an emphasis on diversity and inclusion of women, minority and openly gay attorneys in firm leadership. We seek actively to introduce a diverse array of attorneys to our clients, including to lead engagements. And increasing diversity is one of our goals in lateral hiring as we pursue our vision of firm growth.

We actively involve diverse lawyers in the management of the firm and support their efforts to become leading practitioners in their fields. Virtually every woman, minority, and openly gay partner in the firm participates in firm or practice group management, from the firm's seven-member Management Committee (the firm's senior governing body); to chairing or co-chairing key committees (such as the Evaluation Committee, which makes partnership recommendations); to leadership roles in key client relationships and matters.

The material that follows outlines Covington's plan to recruit, develop and retain diverse talent.

### RECRUITING NEW DIVERSE TALENT

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We work strenuously to recruit diverse individuals and to retain them at the firm. We attend job fairs and conferences, and participate in recruitment programs dedicated to minority, women and gay and lesbian lawyers. We also interview at law schools with substantial minority enrollments, including Howard University Law School. We work with law school faculty, firm alumni, and minority law student organizations to identify and hire talented individuals of all backgrounds.

### STUDENT ASSOCIATIONS

We support minority, women and LGBT student groups at law schools throughout the country, such as the Black Law Students Association, the Latin American Law Students Association, the Asian Pacific American Law Students Association, the South Asian Law Students Association, and the National Lesbian and Gay Law Association. Additionally, we also participate in the

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Sponsors for Educational Opportunity (SEO), which is the nation's premiere summer internship program for talented underrepresented students of color that can lead to full-time job offers. We support these groups not only financially, but also by speaking on panels regarding law firm life, attending job fairs and conferences, and meeting with law students in informal settings to discuss legal careers and provide counseling on interviewing strategies.

### WASHINGTON DC ROAD SHOW

We were one of the founding members of the "Road Show" established over four decades ago by the major Washington, DC law firms to encourage African American law students to practice in large Washington law firms. At Road Show presentations on law school campuses, we have discussed issues such as handling interviews, choosing a practice area, lawyering in Washington, being an African American lawyer in a large law firm, and succeeding in a large firm. For nearly a decade, Michael Baxter, one of our African American partners, has organized the Road Show for all Washington firms; and our partner Tom Williamson was one of the African American lawyers who pioneered the "Road Show" concept in the mid 1970's.

### RETAINING OUR DIVERSE TALENT

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Meaningful diversity within our firm requires that every lawyer be afforded a genuine opportunity for personal and professional growth. To this end, we are committed to providing all of our lawyers with the resources, experience, and support necessary to succeed. We have undertaken several major initiatives and have expanded the number of benefits we offer to ensure that our women and minority lawyers receive opportunities to achieve personal growth, career satisfaction, and professional success at our firm.

### MENTORING PROGRAM

Informal mentoring relationships are a hallmark of our low associate-to-partner ratio. Formal mentoring programs are organized on an office-by-office basis. For example, during their first three years at our firm, associates in the Washington office are assigned a formal mentor to help guide and support their careers. Formal and informal mentors of new women and minority associates focus particularly on helping them to launch successful careers at our firm by facilitating access to the many resources and opportunities that are available to them. In selecting mentors for our diverse lawyers, we consciously choose mentors who will be sensitive to the distinctive experiences that diverse lawyers bring to the firm environment.

### PROFESSIONAL DEVELOPMENT

Our director of professional development and her staff are responsible for ensuring a systematic and individualized approach to developing and enhancing the skills of associates in all of our firm's practice groups. The director's mandate also includes a priority commitment to facilitate the success and advancement of women, minority, and gay and lesbian lawyers within our associate ranks, in particular, by working with them and practice group leaders to ensure that opportunities to develop and improve their legal skills are consistently made available and utilized.

### ASSOCIATE ADVISORY COMMITTEE

The Associate Advisory Committee provides a formally recognized forum for Covington associates to express their views and perspectives to our firm's management, and diverse lawyers have regularly been selected as members of this Committee. In addition, we have three designated partners who serve as ombudspersons to assist associates by providing confidential advice and tackling sensitive issues that may arise. Neither of these resources, however, is meant to limit the ways in which associates interact with senior lawyers, either individually or collectively. We maintain a strong and longstanding 'open door' policy of unfiltered communication among lawyers at all levels.

### BENEFITS

Covington is a leader in the legal community in providing employment benefits to attorneys and staff. We have provided domestic partner health insurance benefits since 1994, when we became the first major Washington law firm to offer such benefits to our attorneys and staff. For both attorneys and staff, we provide primary caregivers with 126 calendar days paid leave upon the birth or adoption of a child. Attorneys who are non-primary caregivers receive 42 calendar days of paid leave within six months of the birth or adoption of a child, and Covington staff receive 28 calendar days of paid leave within four months of the birth or adoption of a child.

### CHILDCARE

Covington Kids Early Learning Center is our state-of-the-art day care facility in Washington, located a block from our Washington office. Covington Kids has the capacity to care for nearly 100 children from infancy to age 5. We also offer emergency back-up care to all lawyers in the New York, San Francisco, and Washington offices, providing in-home or center-based emergency back-up care for children as well as adults.

### WORK-LIFE BALANCE

The firm's Work-Life Balance Group provides opportunity for all interested attorneys—both men and women—to discuss issues relating to balancing work obligations with other commitments, including family.

### ALTERNATIVE WORK SCHEDULES

We have long had a part-time policy that permits any lawyer to set up a work schedule that meets his or her needs. As of December 31, 2010, 48 of our lawyers are working on part-time schedules. In recent years, five women have worked part time schedules prior to being elected partner.

### WOMEN'S FORUM

The Women's Forum is a firm-wide initiative designed to foster greater interaction among women lawyers at all levels of the firm. Through regularly scheduled programs and initiatives, the Women's Forum provides more opportunities for our women lawyers to network with each other and to address issues of common interest, such as career growth, mentoring, and

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business and professional development. The Women's Forum is organized on an office-by-office basis, with coordination among the offices. Women partners provide the leadership for this group, and their activities are fully endorsed by the Management Committee.

### OTHER AFFINITY GROUPS

The firm also supports and encourages informal affinity groups for our African American, Hispanic, Asian and LGBT lawyers. In varying degrees of frequency these groups sponsor luncheons for lawyers at the firm, welcome and mentor summer associates, and identify appropriate outside diversity-oriented dinners and initiatives for the firm to support. Firm funds are used to pay for these activities.

### CREATING A DIVERSE CULTURE AND SUPPORTING DIVERSITY IN OUR COMMUNITY

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Covington's leadership communicates the importance of diversity to attorneys and staff through targeted publications, diversity-focused events, well-supported affinity groups, mentoring programs, regular communication and innovative firm policies and initiatives. Our leaders have made diversity a central focus of the firm's partner and all-lawyer retreats in the past two years, and plan to continue this trend at future retreats. We also host a diversity reception each year during the firm's summer associate program. Several times a year, the firm publishes a [Diversity Update](#) that reports on the firm's activities supporting diversity and opportunities for attorneys to become more involved in diversity initiatives.

As described in more detail below, Covington commits substantial resources, both financial and other, to advancing the diversity of our workforce, and the diversity of the legal profession generally.

### PUBLIC COMMITMENTS

In Washington, New York, and San Francisco, we have joined with other major firms in making public commitments to increase diversity in our ranks. We are a founding member of the District of Columbia Conference on Opportunities for Minorities in the Legal Profession and an original signatory of the Conference's Policy Statement Regarding Minority Hiring and Retention. We endorse the New York City Bar Association's Statement of Goals for Increasing Minority Representation and Retention, and we are a charter signatory of the No Glass Ceiling Initiative of the Bar Association of San Francisco.

### PROFESSIONAL ORGANIZATIONS

We regularly fund a wide range of organizations dedicated to advancing diversity in the legal profession, and Covington attorneys regularly devote substantial time to participating in and supporting the activities of these organizations. Examples of organizations that Covington actively supported in fiscal year 2010 include the Minority Corporate Counsel Association, the DC Diverse Partners Group, Lambda Legal, Hispanic National Bar Foundation, Asian Law Caucus, the Asian Law Alliance, the NY Woman's Foundation and many others. Michael Baxter, Catherine Dargan, Jennifer Johnson, and Tom Williamson are African American partners who are active participants in the DC Diverse Partners Group. Our lawyers also actively assume leadership roles in these organizations. Stanley Young serves as a board member of the Asian Law Alliance, and Bhanu Sadasivan serves as vice-president of the organization. Jean Veta serves on the Washington, DC host and planning committee of

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Lambda Legal, and Bruce Deming serves as co-chair of Lambda Legal's National Board of Directors. In addition, Covington is a national sponsor of Lambda Legal.

### PRO BONO

In 2010, Covington's U.S. lawyers donated 109,785 hours to pro bono efforts. The firm has had a strong commitment to public service since its founding in 1919. Our pro bono program encompasses a wide range of areas, including anti-discrimination lawsuits, capital and other criminal cases; freedom of expression and religion; civil rights and civil liberties; LGBT rights; family law; education; landlord/tenant; homelessness; employment; police misconduct; environmental law; fairness in government procurements and grants; intellectual property; nonprofit incorporation and tax.

An electronic copy of the firm's annual [Public Service and Pro Bono Report](#), which summarizes all of its active pro bono projects, and our [Pro Bono Newsletter](#) are available on Covington's website.

## COVINGTON ACCOMPLISHMENTS

- **Minority Corporate Counsel Association – Thomas L. Sager Award (2011)** – Honored the firm for demonstrated sustained commitment to improving the hiring, retention and promotion of minority and woman attorneys.
- **D.C. Bar (2011)** elected Tom Williamson as its next president. Tom will serve as president-elect during 2011-12 and as Bar president from 2012-13.
- **Women in Law Empowerment Forum – Gold Standard Certification Award (2011)**. In the inaugural year of the Award, WILEF ranked Covington as one of the best law firms for integrating women into the equity partnership and top firm leadership positions.
- **Lambda Legal (2011)** elected Bruce Deming a co-chair of its national board of directors. Lambda Legal is the oldest national organization pursuing high-impact litigation, public education, and advocacy on behalf of equality and civil rights for lesbians, gay men, bisexuals, transgender people, and people with HIV.
- **The Millstein Center for Corporate Governance and Performance at the Yale School of Management (2011)** honored Keir Gumbs with its Rising Star of Corporate Governance Award, which recognizes global corporate professionals under the age of 40 who are making their mark as outstanding analysts, experts, directors, managers or advocates.
- **The Human Rights Campaign Foundation "Corporate Equality Index Survey" (2009-2011)** – Ranked 100% on this survey that provides an in-depth analysis and rating of large US employers and their policies and practices pertinent to gay, lesbian, bisexual and transgender employees, consumers and investors.
- **Yale Law Women (2007-2009; 2011) – Top Family-Friendly Firms** – Ranked in the Top 10 nationally for family-friendly firms based on a number of factors, including maternity/paternity leave, emergency and on-site child care, alternative work arrangements and the ratio of women partners and associates.
- **The American Lawyer (2008-2010) – The A-List** – Ranked in this listing of twenty elite US law firms based on financial performance, pro bono activity, associate satisfaction, and diversity.
- **Working Mother (2006-2010) – 100 Best Companies** – Ranked as one of the top companies nationally for working mothers based on a survey of all areas of work life, including company culture, family-friendly policies, and compensation.
- **Human Rights Campaign (2006; 2010) – National Ally of Justice Award** – Recognized with this award for a legal ally that has made significant contributions to the HRC's work.



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