



**DIVERSITY
+ INCLUSION**

ANNUAL REPORT 2013





By the Numbers	4
Diversity & Inclusion Committee 2013	6
Signature Initiatives	8
Speakers & Curriculum	12
Engaging & Advancing	13
Partnerships & Community	18
Pipeline & Recruiting	23
Recognition	28

“ Courage starts with showing up and letting ourselves be seen.* ”

This irreducible need to connect and belong authentically was reflected in national events in 2013 as we struggled to find our voice on inclusion. Sheryl Sandberg’s Lean In, focusing on women and success, set off a firestorm of encouragement and debate.

In March, the U.S. Supreme Court heard two important cases that would shape the nation’s marriage-equality rights conversation. In June, it struck down DOMA and mandated that the federal government recognize same-sex marriages in providing benefits and ruled that California’s ban on same-sex marriage was invalid. Its ruling on affirmative action proves that more work needs to be done.

Bombs set off during the Boston marathon on April 15 killed three people and injured 264. But the story did not end in April. On May 25, thousands of runners returned to run the last mile, which had been disrupted by those who sought to terrorize and destroy. The symbolism, for me, was of perseverance and commitment to finish work that must be done. Jason Collins came out as the first openly gay athlete in major American sports. Paula Deen got in trouble and it had nothing to do with butter.

Across the nation, reverberations from George Zimmerman’s trial for the death of 17-year-old Trayvon Martin spread. The divisiveness was reflected by the fact that Facebook saw more people “unfriend” and block others as a result of their positions on the Zimmerman verdict than at any time since its inception. Deep racial divisions reflected different realities in our country.

In December, Nelson Mandela died after a long battle with illness. I have been influenced by Madiba’s life as he journeyed from a lengthy prison term to the presidency of South Africa. This living symbol embraced living today, forgiveness and reconciliation even in the face of painful and hateful actions. Mandela modeled the importance of shaking hands with people, even those with whom you have differences, and looking them in the eye. He also showed by example that, regardless of our history, we are here together now and must build a future that works for us all.

* Brené Brown in *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*

A challenge to inclusion
is the invisibility of
the underrepresented ...

Genuine inclusion creates
environments where people
can show up as themselves
and belong. Inclusion is **not**
about fitting in. And so we
ask everyone to challenge
the status quo. And after
that, we ask everyone to do
something different.

Kori Carew

Director of Strategic Diversity Initiatives | SHB

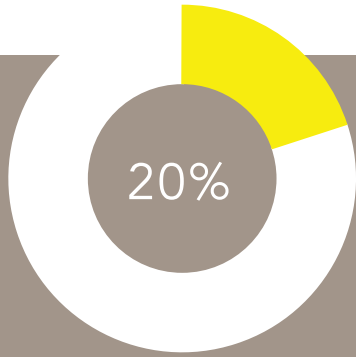


Underlying these events is our common humanity - our need for security and to be heard and seen as we are, how our lives are shaped by our individual and collective experiences, how we use language, hear and interpret information, and our need to get along better. We were all aware of these events and reacted to them on some level. These commonalities influenced conversations at SHB – that the solution to problems we want to fix is inclusion. We launched our “It’s About Inclusion” campaign because what inclusion looks and feels like and how it affects everything needed to be a focus.

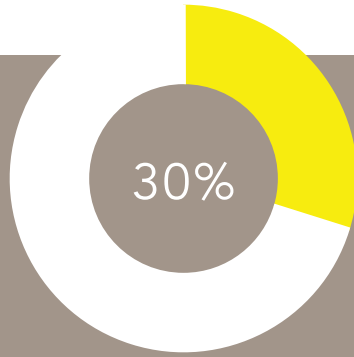
A challenge to inclusion is the invisibility of the underrepresented. For many years, in many places, diversity has meant bringing in people from underrepresented groups and asking them to be as much like the majority as possible. Our expectations for their success are based on cultural foundations that did not account for diversity and were not inclusive. Genuine inclusion creates environments where people can show up as themselves and belong. Inclusion is not about fitting in. And so we ask everyone to challenge the status quo. And after that, we ask everyone to do something different.

In these pages you will find information on our initiatives, programs, thoughts, and reflections on inclusion, and why we are so passionate about inclusion at SHB. You will meet some of our people and find out what they are doing to make diversity and inclusion authentic at Shook.

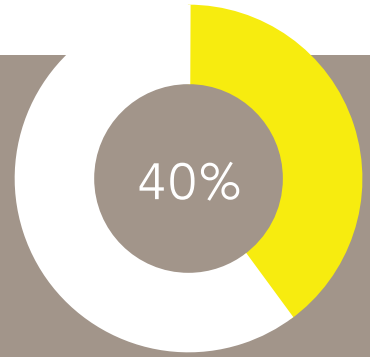
We hope this report will encourage, inspire, strengthen, and even challenge you. And as always, if you have some thoughts you would like to share with me, I can be reached at kcarew@shb.com. •



2011



2012



2013

Women on SHB's Executive Committee

33%

Women in division leadership

456

Attorneys

By the
Numbers

204

Women and minority attorneys

8

Women and minority attorneys recognized
as Best Lawyers in America

7

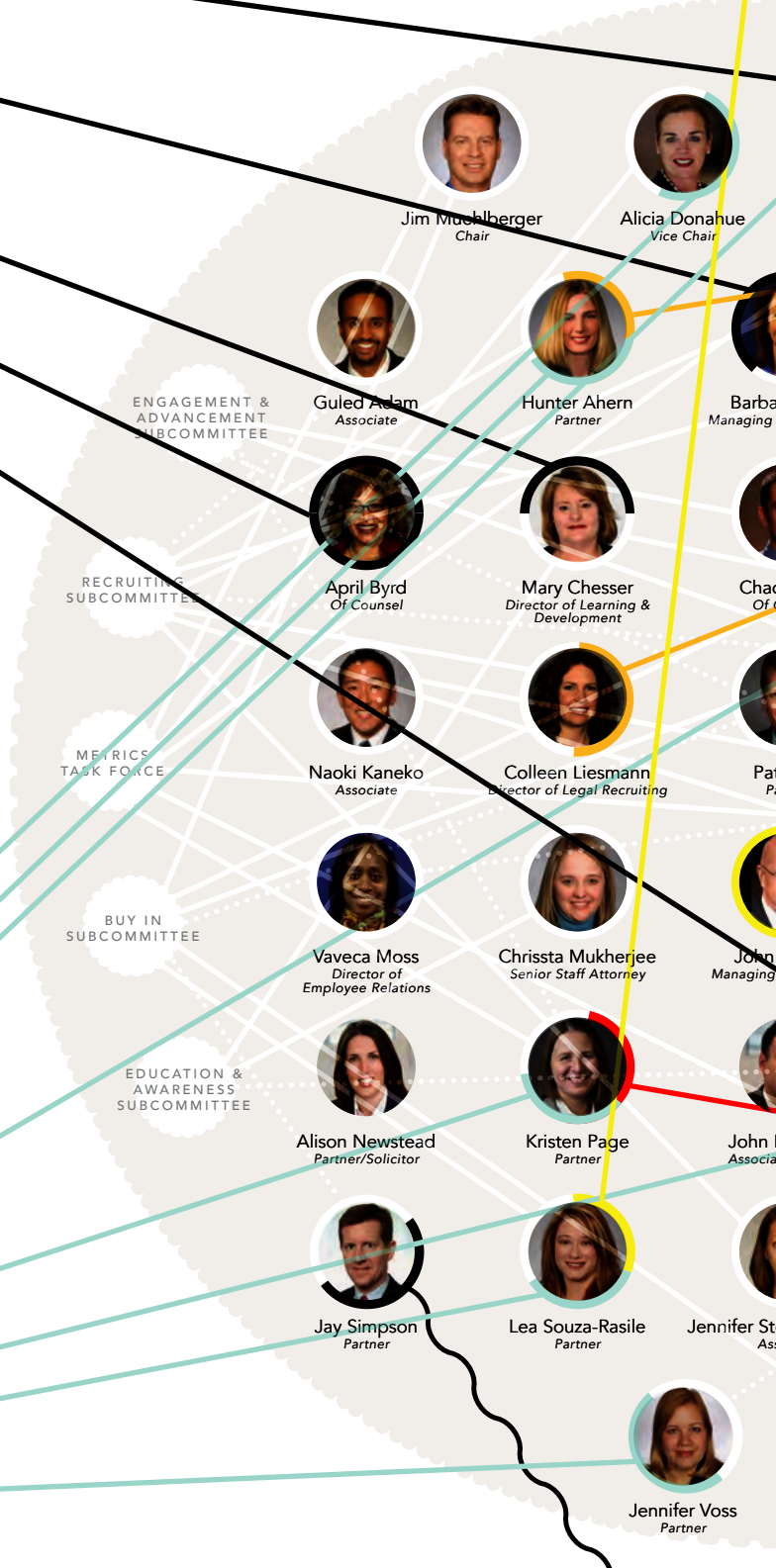
Women and minority attorneys recognized
as Rising Stars by *Super Lawyers*



PDC COMMITTEE



WOMEN'S MANAGEMENT COUNCIL



ENGAGEMENT & ADVANCEMENT SUBCOMMITTEE

RECRUITING SUBCOMMITTEE

METRICS TASK FORCE

BUY IN SUBCOMMITTEE

EDUCATION & AWARENESS SUBCOMMITTEE

Jim Muehlberger
Chair

Alicia Donahue
Vice Chair

Guled Adam
Associate

Hunter Ahern
Partner

Barbara
Managing

April Byrd
Of Counsel

Mary Chesser
Director of Learning & Development

Chae
of

Naoki Kaneko
Associate

Colleen Liesmann
Director of Legal Recruiting

Pat
P

Vaveca Moss
Director of Employee Relations

Christa Mukherjee
Senior Staff Attorney

John
Managing

Alison Newstead
Partner/Solicitor

Kristen Page
Partner

John
Associa

Jay Simpson
Partner

Lea Souza-Rasile
Partner

Jennifer St
Ass

Jennifer Voss
Partner



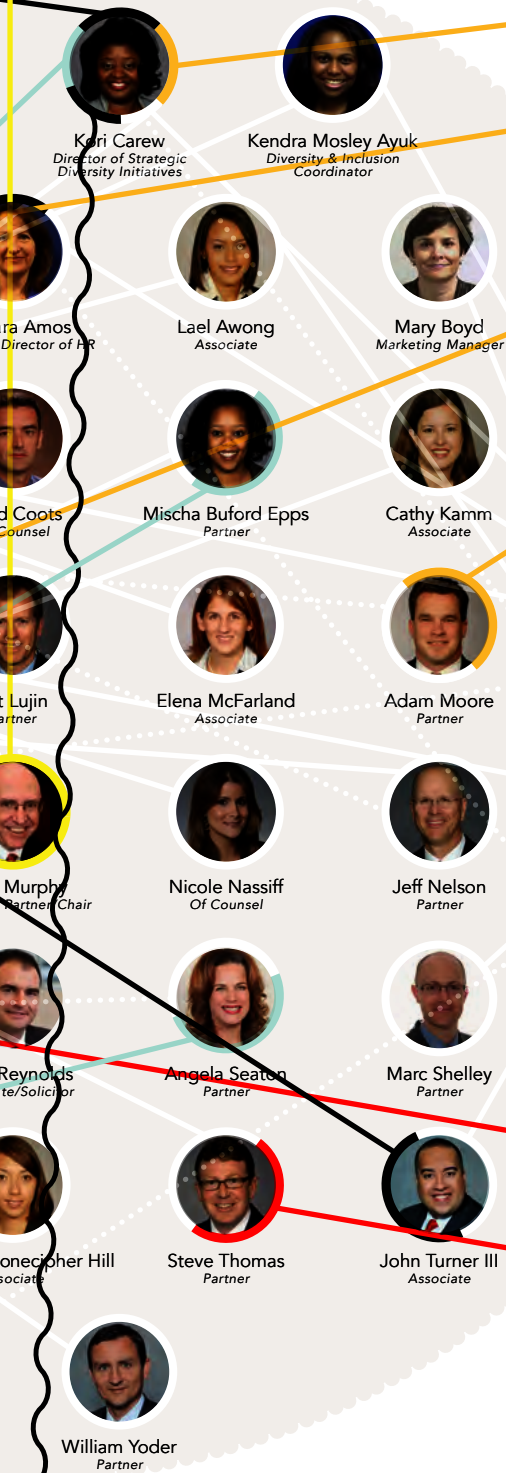
SHB FOU

COMMITTEE

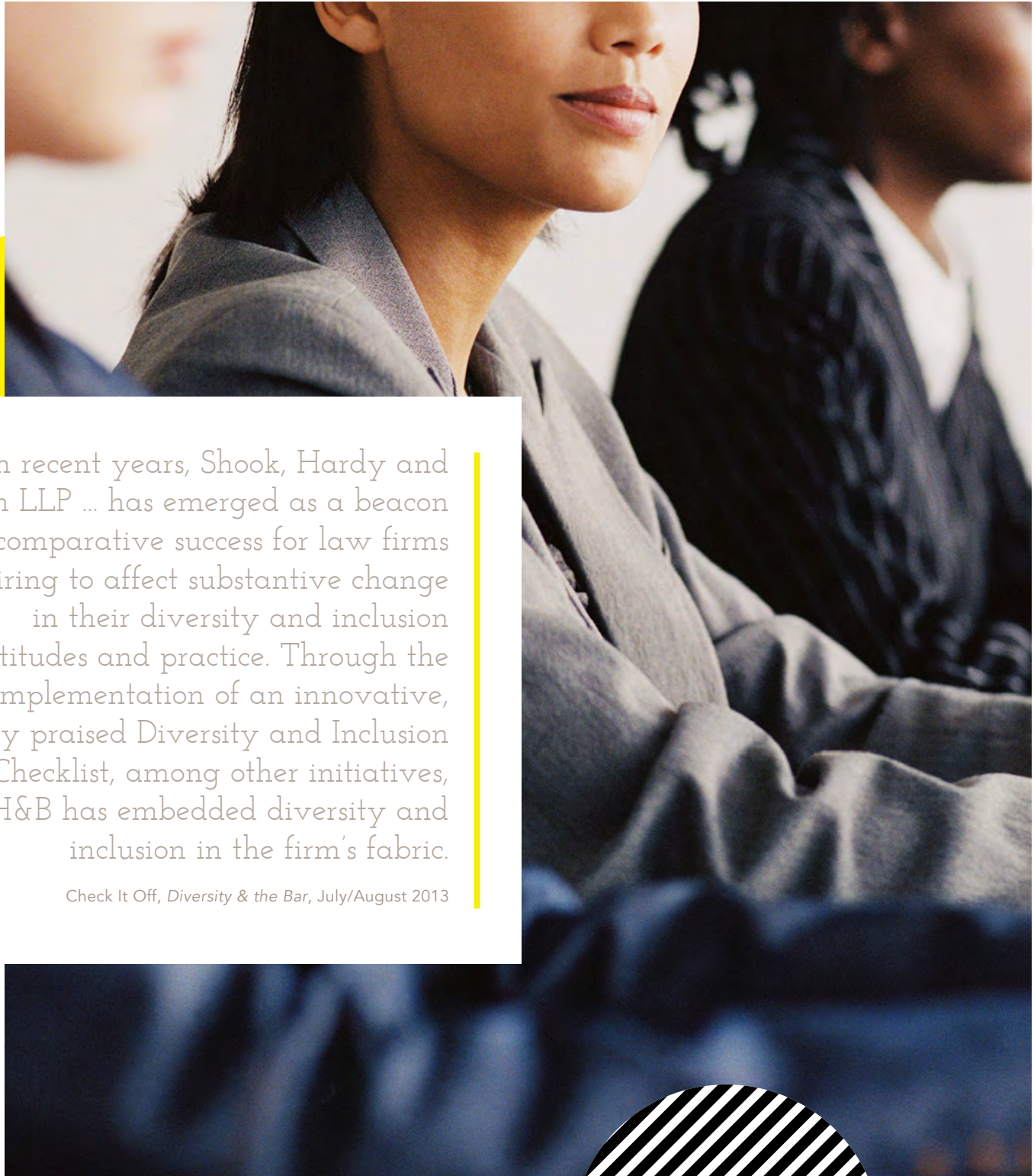
SEARCH COMMITTEE

FOUNDATION

Diversity & Inclusion
Committee 2013



ASSOCIATES COMMITTEE



... in recent years, Shook, Hardy and Bacon LLP ... has emerged as a beacon of comparative success for law firms aspiring to affect substantive change in their diversity and inclusion attitudes and practice. Through the implementation of an innovative, widely praised Diversity and Inclusion Checklist, among other initiatives, SH&B has embedded diversity and inclusion in the firm's fabric.

Check It Off, *Diversity & the Bar*, July/August 2013



Signature Initiatives



2006
Most Innovative Award
"Race in Large Law Firms"
OPUS II Conference

2008
Living the Values Award
The Coca-Cola Company

2006
Thomas L. Sager Award
Minority Corporate Counsel Association

Proactive Individual Engagement

Engaging and investing in all of our talent is a primary goal here at SHB. With the help of our Proactive Individual Engagement process, we examine the needs of minority attorneys, their performance reviews, and hours. We partner with team leaders to assess any problems, understand the attorney's needs, create a comprehensive plan for success, and continuously learn and revise our approach for the betterment of all of our talent.

Attorney Diversity & Inclusion Checklist

With over 80 action items, our 2013 Attorney D&I Checklist received over 98% participation of SHB attorneys who documented how they are culturally enriching themselves and their work life.

We developed this tool for diversity education and inclusion in 2005 and have since shared it with over 80 law firms and organizations, some of which have incorporated it in their diversity and inclusion programs.

Success Pathways

This project is a continuous exploration of the core qualitative competencies associated with career success, which we strive to further embed into our recruiting, orientation, talent development and evaluation processes.



Diversity Writing Program (DWP)

This 10-week paid internship is focused on second-year racial and ethnic minority and LGBT law students. Our DWP Fellows are paired with an associate, a partner and writing mentor who advise them throughout the program. The 2013 DWP Fellows were Diana Jordan from the University of Miami, Paul Mose from the University of Kansas, and Bryce Navarro from the University of Missouri - Kansas City. Fellows are eligible to apply for our Summer Associate Program and are guaranteed a call-back interview.

SHB's flexibility policies—parental leave, phase-back, and alternative work schedule—are a recognition that an attorney's life outside the office is very important to his or her overall engagement and happiness in the practice of law. Our flexibility policies are well regarded and utilized by attorneys throughout the firm at all levels.

Kristen Page | Partner | SHB
Flex-Policy Advisor
SHB's Phase-Back and AWS Programs



Mentoring Circles Program

Our Mentoring Circles Program pairs small groups of associates and partners from different practice areas to help enhance their professional development experience. Participants develop meaningful relationships that have a positive effect on engagement and advancement.

Workshops

Designed to increase interaction with minority law students, our Resume/Interview Workshops at the University of Kansas and the University of Missouri - Kansas City provide practical advice on improving résumés, enhancing interviewing skills, employing critical thinking, and using analytical skills to successfully navigate law school.

SHB Foundation

The SHB Foundation awards scholarships to racial and ethnic minority law students and has funded more than \$508,000 to several law schools.

SHB Center for Excellence in Advocacy

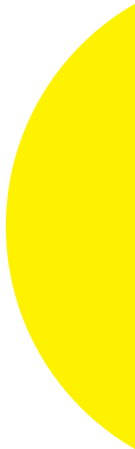
The SHB Center for Excellence in Advocacy at the University of Kansas School of Law allows all students to develop their litigation advocacy skills through hands-on workshops, classes and training.

Work/Life Integration Initiatives

Creating a healthy and inclusive work environment is not possible without continuous education and the well-being of each employee. In 2013, we provided several events focused on work/life integration.

Phase-Back and Alternative Work Schedule (AWS) Programs

Our signature Phase-Back Program allows attorneys a reduced schedule during a three-month transition period after their parental leave.





Mosaic Diversity Award

SHB continues to present our Mosaic Diversity Award annually to both a partner and non-partner who demonstrate passion and commitment to the firm's diversity and inclusion vision. In 2013, the partner Mosaic Diversity Award recipient was **Alicia Donahue**, Vice-Chair of the D&I Committee, and the Associate Mosaic Diversity Award recipient was **Cathy Kamm**, an active D&I Committee member.



Staff Diversity Ambassadors (SDA)

Through the work of our Staff Diversity Ambassadors, our administrative support staff help execute the goals of the Staff Diversity & Inclusion Initiatives Subcommittee of the D&I Committee.

Shook, Hardy and Bacon provides a wonderful opportunity for its employees by arranging the CFO Expo. It is such a valuable event because it allows those who need assistance for their loved ones to be able to visit different types of vendors in one place.

Nicci Engle | 2013 SDA | SHB



Vaveca Moss | *Chair*



Ruth Boren | Houston



Anne Burch | Orange County



Jody Cates | Kansas City



Michael Donnici | Kansas City



Amr Eldakak | Kansas City



Nicci Engle | Kansas City



Sonya Ferrara | Kansas City



Kelly Frazier | Miami



Dori Gragg | Miami



Cynthia Hopkins | Kansas City



Shelley Jackson | Kansas City



Peggy Kanter | Tampa



Kelsie McCrea | Kansas City



Jennifer McCubbin | Kansas City



Summer Ouderkirk | Kansas City



Marie Roberts | Kansas City



Charniece Rollie | Kansas City



Erin Ryan | Orange County



LaTonya Samuels | Kansas City



Luke Schnoebelen | Kansas City



Mollie Smith | Kansas City



Robert Starner | Washington, D.C.



Angie Ward | Kansas City

Caring For Others Expo

In August 2013, we partnered for a seventh consecutive year with over 35 community organizations to host the Annual Caring for Others (CFO) Expo in SHB's Kansas City office. The CFO Expo featured information for employees on programs for children, domestic violence prevention, elder care, personal health and wellness, professional development, and community involvement opportunities.

Diversity Through the Arts

SHB's 4th Annual Diversity Through the Arts display was held in May and made available through virtual tour to all of our offices.

Movie Dialogues

Movie Dialogues foster discussion through movies, strategically chosen to enhance understanding of a particular diversity and inclusion-related topic. Films viewed in 2013 included "Temple Grandin."



I never cease to be amazed by the great ideas that come when diversity and inclusion are encouraged.

Peggy Kanter | Legal Administrative Assistant | SHB



I don't think any firm or organization can expect to maintain any level of success without valuing diversity and inclusion. I think relationships are the foundation to the success of any entity and without them, failure is inevitable. Think about it - who really wants to be associated with someone that doesn't care about others?

Angie Ward

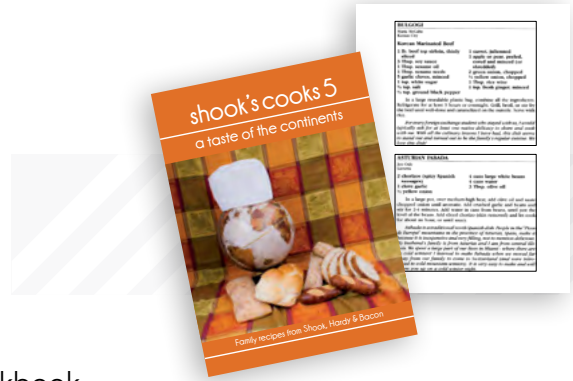
Senior Business Continuity Specialist | SHB



Diversity & Inclusion is very important, and the focus should always be there. That allows a comfortable place to work and to help build employee and client rapport.

Charniece Rollie

Legal Administrative Assistant | SHB



SHB Cookbook

2013 marked the fourth year of publication of "Shook's Cooks," and the second year in which the focus was recipes from around the world. Over 300 recipes were submitted, and all proceeds went to Feed America.

Staff Diversity & Inclusion Checklist

Our administrative staff continue to participate in the Staff Diversity & Inclusion Checklist, which contains approximately 40 action items to promote diversity and inclusion. Participation in the Staff Diversity Checklist has increased each year since its inception in 2011.

Spotlight Diversity Articles

SDAs published spotlight articles on SHB's intranet, focusing on administrative support staff who have shared their talents and inclusive spirit with their communities. Great dialogue and insight has resulted from these articles.

SHB's Celebrating Our Differences Award (CODA)

Our CODA recognition honors the diversity and inclusion efforts of SHB's administrative staff, both supervisory and non-supervisory.



SHB Chair and Partner John Murphy flanked by 2013 CODA winners Earla Quisenberry (left) and Debbie Dixon

Speakers & Curriculum

This is the first time I have ever heard anyone personally talk about transgender issues, and a lot of the things that Ellen discussed will never be forgotten. She has left an imprint on me and my way of thinking about people going through the process ...

SHB Employee commenting on Ellen Krug's Transgender presentation

I thought the most useful part of the presentation was understanding better the power of bias within all of us— that it is so ingrained and difficult to overcome without affirmative effort.

SHB Attorney commenting on an Implicit Bias presentation

In 2013, we focused on cultural competency, leveraging diversity and fostering inclusion by offering programming designed to supplement the foundational training offered in years past, while embracing new areas of education.

It opened my mind to a subject I knew little about.

SHB Attorney commenting on a Deaf Culture & Inclusion presentation

- Sponsorship
- Implicit Bias
- Flexibility Programs
- Business Development
- Stress Balance
- Deaf Culture & Inclusion
- Generational Differences
- Building Competitive Teams
- Relaxation Strategies
- Keeping Balance in Your Life
- Communicating Professionally
- Minimizing Time Wasters
- Delegating Responsibly
- Leading Through Change
- Managing Conflict
- Negotiating Through Conflict
- Transgender Inclusion
- Generational Communication
- Making Change Work for You
- Maximizing Your Strength
- Increasing Influence Through Listening
- Dealing with Difficult People
- Effective Manager Assessment Tool
- Staging Yourself for Professional Success
- Alternative Dispute Resolution & Diversity
- Identifying the Impaired Employee
- Your Leadership: Where You Are and Where You Want to Be

40+

D&I, work-life and leadership educational programs offered in 2013



Cynthia Calvert

Effective Management for Flex Success: Supervising Flexible Work Lawyers with the Diversity & Flexibility Alliance



Lauren Stiller Rikleen

Demystifying Generational Differences with the Diversity & Flexibility Alliance



Ritu Bhasin

How Women Can Be Sponsor-Ready with the Diversity & Flexibility Alliance



Anne-Marie Slaughter

Inspiring Women Webcast Interview with Law & Reorder



Ellen Krug

Transgender 101 and Inclusion Thinkshop

Guest Speakers

Engaging & Advancing

A CLE component featuring a panel discussion on diversity was added to the event this year, featuring local attorneys and judges, which was very informative and useful to both law students and attorneys.

Cathy Kamm | Associate | SHB
Hillsborough County Bar Association's Diversity
Networking Event

The summit was an exceptional networking opportunity and provided insightful and useful tips on effective business development from the perspective of in-house counsel from leading *Fortune* 500 companies and partners from the major firms in the nation who serve those companies.

Hassia Diolombi | Partner | SHB
on MCCA's Annual General Counsel
Invitational Diversity Leadership Summit

Charting Your Own Course Career Conference

We support this one-of-a-kind professional development experience where attorneys of color are provided an opportunity to learn from conference faculty with a focus on leveraging individual strengths and embracing career ownership.



National Asian Pacific American Bar Association (NAPABA) Convention

Many SHB associates and partners are active in NAPABA. SHB partner and immediate past president of the Asian American Bar Association of Kansas City, **Greg Wu**, was part of the group that worked to bring the NAPABA Annual Convention to Kansas City in November 2013. SHB devoted attorney non-billable hours, marketing assistance and other in-kind support for the convention.



The Leadership Institute for Women of Color Attorneys in Law & Business

This two-day leadership conference is designed to help women of color attorneys develop critical skills necessary to become leaders in their field. It also provides networking and mentoring opportunities.

Hillsborough County Bar Association's Diversity Networking Event

SHB was a sponsor of the event for the second year in a row.

Minority Corporate Counsel Association's 10th Annual General Counsel Invitational Diversity Leadership Summit

We sponsored this three-day event that provided exceptional networking and educational opportunities. A highlight of the event was the General Counsel Invitational charity golf tournament.





SHB Of Counsel Jean Hang, Partner Annie Chuang and Diversity Director Kori Carew

NAPABA's 2013 Annual Convention



(Left to right) SHB D&I Coordinator Kendra Mosley Ayuk, Of Counsel Jean Hang, Partners Greg Wu and Annie Chuang, Associates Tiffany Lim, Ina Chang, Andrew Chang, Jennifer Stonecipher Hill, and Nazish Shabbir



Dr. Arin Reeves

I really feel like I belong.

SHB Employee at the 2013 D&I Planning Meeting

Engaging and inspirational.

SHB Attorney at the 2013 Diversity Retreat

I wish my firm had a program like this when I was in private practice. It would have made a difference.

Client Guest at the 2013 Diversity Retreat

Annual Planning Meeting

Each year, D&I Committee members gather to assess our programs and direction, discuss improvements, and plan new initiatives that provide the tools to create change agents inside and outside the firm. In 2013, our full-day planning meeting included firm leadership, SDAs, in-house speakers, and Dr. Arin Reeves who discussed the latest research and strategies to enhance diversity and inclusion and facilitated breakout sessions.

Diversity Retreat

Our 2013 Annual D&I Retreat for racial and ethnic minority and LGBT attorneys in Henderson, Nevada, welcomed national speakers, clients, and SHB leadership. We focused on business development and career advancement, and the needs of minority and LGBT attorneys in particular. This powerful program was an opportunity to rejuvenate, invigorate, connect and be empowered.

Speaking Engagements

Our attorneys shared their diversity and inclusion knowledge in 2013 across the country.



John Murphy | *Firm Chair* | SHB
SHB's Diversity & Inclusion Initiatives and Journey
Husch Blackwell's Partner Retreat



Kori Carew | *Director of Strategic Diversity Initiatives* | SHB
Law Firm & In-House Counsel Diversity Practices: What's Working?
ABA's 25th Anniversary of the Minority Counsel Program.

Crossing the Generational Divide:
Bridging the Gap Between Women Lawyers of All Ages
National Association for Women Lawyers Annual Meeting

The Role of Diversity Professionals in Business Development
Minority Corporate Counsel Association's
Creating Pathways to Diversity Conference



Alicia Donahue | *Partner and Vice Chair* | D&I Committee
Priming the Pipeline: Meaningful Succession Planning
Diversity & Flexibility Alliance's Annual Meeting



Michelle Fujimoto | *Partner* | SHB
Eliminating Bias: At the Intersection of Value and Efficiency
Association of Corporate Counsel



Lea Souza-Rasile | *Partner* | SHB
Game On: Strategize to Win
DuPont's Minority Counsel Conference



Alicia Donahue | *Partner* | SHB
Makai Fischer | *Partner* | SHB



Women in the Law: Beyond a Seat at the Table
American Bar Association Tort Trial and Insurance
Practice Section Annual Meeting



Amir Nassihi | *Associate* | SHB
Frank Kelly | *Partner* | SHB



Managing the Corporate Counsel Relationship:
The Inside View on Diversity, Retention and Client Expectations
ABA's 2013 Motor Vehicle Product Litigation CLE

SHB 2013 Diversity Retreat,
Henderson, Nevada



SHB Of
Counsel Alicia
Menendez,
Associate Alex
Nieves, and
Partner Ethel
Johnson



It was a great
motivator to know
you are surrounded
by very unique
and strong people.

SHB employee

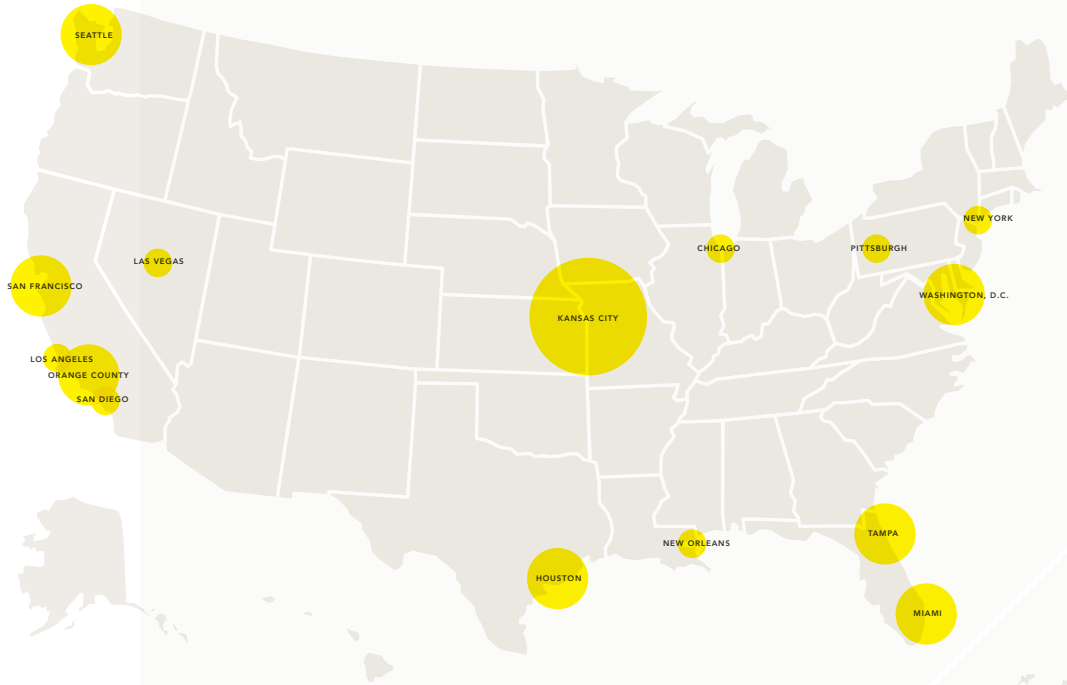


2013 D&I Annual
Planning Meeting
Dinner, Blue Nile
Ethiopian Cafe



Kori Carew and Jim Muehlberger at
the 2013 D&I Annual Planning Meeting

One of the keys to advancement of our diverse talent is engagement. In 2013, our attorneys attended national, regional, and local conferences and seminars to focus on their individual careers, professional and business development and networking.



87+

Events attended by SHB attorneys and D&I leadership in 2013



This conference was a great opportunity to meet with successful women of color attorneys and to hear about the milestones in their careers that led to their success.

Lael Awong | Associate | SHB
Commenting on the Leadership Institute for Women of Color
Attorneys in Law & Business



(Left to right) SHB Staff Attorney Janelle Bailey, Diversity Director **Kori Carew**, Partner **Mischa Buford Epps**, Judy Smith, co-executive producer of the TV show "Scandal," Shavaughn Lewis and Lindsay Wright, and Willie Epps at the Black Community Fund 30th Anniversary Celebration



Partnerships & Community

The LCLD Fellows Program, now entering its third year, is a dynamic year-long leadership training program designed to increase diversity at the leadership levels of the nation's law firms and corporate legal departments.

Greg Wu | Partner | SHB
2013 LCLD Fellow



Client Partnerships

We work closely with our clients' diversity committees by sharing our progress and ideas for new initiatives.

In July 2013, we welcomed George Schell, Chief Marketing Counsel, North America, for The Coca-Cola Company to speak about career planning and development for associates. We also continued to participate in Pfizer's LEAD program.

We also participated in diversity and inclusion conferences hosted by several of our clients, including Microsoft's Preferred Provider Seminar/Meeting, DuPont's Minority Counsel Conference, and DuPont's Women Lawyer Network.

Leadership Council on Legal Diversity (LCLD)

We are active members of LCLD, which was formed to develop strategies to increase diversity in the legal profession with the help of law firm managing partners and corporate general counsel.

LCLD has identified four key strategic initiatives: Strategy & Innovation, Development, Partnerships & Teams, and Pipeline, which keep the organization focused on its overall mission. SHB is proud to support the LCLD on a number of fronts.



LCLD Pipeline Committee

Our firm chair, **John Murphy**, continues to serve on the Law School Success Working Group of the LCLD's Pipeline Committee, which established both an Individual and a Group Mentoring Program. Since 2011, SHB has been designated "City Lead" in Kansas City leading the coordination of the area "Group Mentoring Programs." In 2013, 12 SHB attorneys served as mentors to law students in LCLD's individual mentoring program.

137 +

Community events and programs supported by SHB in 2013

The presenter showed us how we can make a good first impression, interact with different generations and be assertive, yet likeable. In a career that requires me to constantly interact with other attorneys, clients, and judges, those tips are invaluable.

Jason Harmon
2013 SHB 1L Scholar



LCLD Fellows Program

In 2013, SHB Partner **Greg Wu** was selected as our third LCLD Fellow. The LCLD Fellows Program is a truly innovative leadership training program geared at high-performing attorneys. It provides the opportunity to network with leaders in various legal fields, network with in-house counsel, and develop the competencies necessary to propel their careers to the next level.

LCLD 1L Scholars Program

This program provides law students the opportunity to work with LCLD member organizations and their attorneys. In 2013, we sent two summer associates to the LCLD 1L Scholars Summer Retreat.



The Leadership Council on Legal Diversity (LCLD) provides a reachable platform with which I both get to mentor and to learn. My mentee's energy and enthusiasm has inspired me. This experience has proven to be unforgettable and invaluable in that I have been fortunate to be both a student and teacher.

Jean Hang | *Of Counsel* | SHB



HNBA/Microsoft IP Law Institute Fellowship Program

The Hispanic National Bar Association (HNBA) and Microsoft Corporation established the Hispanic National Bar Association/Microsoft IP Law Institute (IPLI) to help train and support Hispanic law students interested in a career in intellectual property law in 2013. SHB signed on as one of 12 law firm Fellows in the program, and we have committed to having at least one lawyer mentor two students in the program. In 2013, SHB Partner **Jesse Camacho** served as a mentor and attended the kick-off event and programming in July.

Minority Corporate Counsel Association (MCCA)

Through sponsorships and participation, we partnered with the MCCA in various educational conferences.



Diversity & Flexibility Alliance (the Alliance)

We are a Sustaining Member of the Alliance, a national organization dedicated to the retention of female lawyers. The Alliance offers our attorneys professional development opportunities involving the wide array of work/life integration issues.



HNBA/Microsoft IP Law Institute
Fellowship Program Kick-Off Event, July 2013



MCCA Creating Pathways

MCCA Creating Pathways



The National Bar Association's Annual Convention

(Left to right) SHB Associates DARTH VAUGHN and LAEL AWONG, Summer Associate Chanel Rowe, D&I Coordinator Kendra Mosley Ayuk, Partners HASSIA DILOMBI and JON GRAY

One of the reasons that I was attracted to Shook, Hardy & Bacon in my job search was their demonstrated commitment to diversity—not just a commitment to ethnic or gender diversity and inclusion, but also a strong commitment to the inclusion of all unrepresented groups, including the LGBT community.

Jennifer Cascio | Associate | SHB
Commenting on “Supreme Court’s Relationship Recognition Rulings” program



Human Rights Campaign (HRC)

SHB partners with HRC, the nation’s largest LGBT advocacy organization. HRC’s annual Corporate Equality Index (CEI) measures the extent to which employers promote workplace fairness for LGBT employees and evaluates factors like non-discrimination policies, diversity training, benefits, transgender health benefits, and domestic partner benefits. SHB scored a perfect 100 percent on the CEI for the fifth consecutive year in 2013.

Out & Equal Workplace Advocates

We also partnered with Out & Equal Workplace Advocates, a national non-profit organization that provides programs and services for equality regardless of sexual orientation, gender identity, expression or characteristics. We have been able to participate in town hall teleconferences to discuss programs and services that result in equal policies, opportunities, practices, and benefits in the workplace for those members of the LGBT community.



The Institute for Inclusion in the Legal Profession (IILP)

In 2013, we continued to partner with IILP, an important diversity and inclusion organization focused on research and promoting processes to effectuate real progress through comprehensive outreach on original programming. SHB Partner **Madeleine McDonough** serves on the IILP Board of Directors.



Partners **Alicia Donahue** and **Ethel Johnson** and Associate **Andrew Chang** at the National LGBT Bar Association’s Out & Proud Corporate Counsel Award Reception in San Francisco



National LGBT Bar Association's Out & Proud Corporate Counsel Reception, Washington, D.C.

(Left to right) Gordon Tanner, SHB Of Counsel Chad Coots, Robert Patlan, Rudy Reynolds



(Left to right) Tommy Genda, Corey Reed, Steve Thomas (GlaxoSmithKline), Nick Novi, Rick Schroder (GlaxoSmithKline), Rudy Reynolds, SHB Of Counsel Chad Coots

Center for Legal Inclusiveness (CLI)

We continued our partnership with CLI, which is dedicated to advancing diversity in the legal profession by actively educating and supporting private and public sector legal organizations in their own individual campaigns to create cultures of inclusion.

OutServe-Servicemembers Legal Defense Network (OS-SLDN)

SHB has been involved with OS-SLDN programs since 2009. OS-SLDN is a non-profit association of active duty and retired LGBT military personnel dedicated to bringing about equality for America's LGBT military personnel.

Mid-America Gay & Lesbian Chamber of Commerce (MAGLCC)

MAGLCC's purpose is to create, identify and enhance business opportunities for LGBT and LGBT-friendly organizations, thereby fostering a more inclusive and vibrant economy in mid-America. SHB has been a member since the chamber's inception in 2012 and recently hosted its 2nd Annual Business Equality Conference.

National LGBT Bar Association

SHB continues to participate as a recruiter and sponsor of Lavender Law. In the past three years, SHB has co-sponsored Out & Proud Corporate Counsel receptions in Chicago, San Francisco and Washington, D.C.

SHB hosted an educational program and played the rebroadcast of the National LGBT Bar's Call-In, "Supreme Court's Relationship Recognition Rulings" - an analysis of the U.S. Supreme Court cases *Windsor v. United States* and *Hollingsworth v. Perry*.

Pipeline & Recruiting



20+

Pipeline-focused
sponsored events in 2013

Our Philosophy

We continue to partner with clients, law schools, and national organizations to ensure the recruitment of diverse talent. As a result of our work and attention to creating a well-rounded group, our 2013 summer associate class totaled 18 law students, of whom 10 were female and six racially diverse.

LCLD Pipeline

As mentioned on page 19, SHB attorneys participate in the LCLD 1L Mentoring Program.



Cristo Rey

SHB continues to support Cristo Rey's work-study internship program, which provides real-world work experience and is an integral part of the educational experience of Cristo Rey students. Stephany Burton was our Cristo Rey intern during spring 2013, and our 2013 fall Cristo Rey intern was Lulu Morales. Additionally, D&I Committee Vice Chair **Alicia Donahue** has served on the board of directors of Immaculate Conception Academy (ICA) in San Francisco, an all-girls high school in the Cristo Rey Network, since 2005 and is the chair of ICA's Capital Campaign.



CASA Light of Hope Breakfast

(Left to right) Michael Moss, SHB Director of Employee Relations
Vaveca Moss, and Partner Jon Gray



Diversity in Law Banquet at the
University of Kansas

PRIDE Breakfast - University of Missouri-Kansas City

SHB sponsors the University of Missouri-Kansas City's 2013 PRIDE Breakfast and purchases a table for UMKC law school faculty and students. Proceeds from the annual event help fund scholarships for LGBT undergraduate students who have lost parental support due to their coming out.

Jackson County Court Appointed Special Advocates (CASA) Light of Hope Breakfast

SHB sponsors CASA's Light of Hope Breakfast, a fundraiser for Jackson County CASA. With 22 programs in Missouri, Jackson County CASA now serves one-third of all the children served in the state.

Diversity Writing Program (DWP)

Our Miami and Kansas City offices continue to participate in our DWP. This 10-week paid internship is discussed further on page 8.

Resume & Interview Workshops

We continue to conduct our Resume & Interview Workshops at area law schools, where we spend time with students explaining what interviewers are looking for in candidates. For more information on this initiative, please visit page 9.

HNBA/Microsoft IP Law Institute Fellowship Program

For more on SHB's commitment to increasing diversity in the field of intellectual property law through this Fellowship Program, please visit page 19.

2013 Diversity Job Fairs

We interviewed across the United States in 2013.

The Cook County Bar Association Minority Job Fair | Chicago

DuPont Minority Job Fair | Houston

Heartland Diversity Legal Job Fair | Kansas City

Lavender Law Career Fair | San Francisco

Southeastern Minority Job Fair | Atlanta



Jackson County Bar Association's Annual Judge Kit Carson Roque, Jr. Scholarship Banquet

(Left to right) Willie Epps, Kansas City Mayor
Sly James, D&I Coordinator Kendra Mosley Ayuk,
D'Onica Hoogkin and SHB Partner Jon Gray

Our clients are a great source of excellent diverse talent whom we might not otherwise have met.

Adam Moore | Partner | SHB
2013 Recruiting Subcommittee Chair



In addition to these programs, we sponsored numerous programs intended to increase the pipeline of young talent who may contribute to the legal profession and community events with similar diversity and inclusion-related goals.

Teach for America

Diversity in Law Banquet at the University of Kansas

Kozyak Minority Mentoring Foundation Annual Picnic

Bar Association of San Francisco's Putting for the Pipeline Golf Tournament

Asian Pacific Bar Association of Silicon Valley's Scholarship and Commitment to Diversity Banquet

Jackson County Bar Association's Annual Judge Kit Carson Roque, Jr. Scholarship Banquet

University of Missouri-Kansas City's Diversity Pipeline Scholarship Reception

University of Missouri Black Law Students Association's Lloyd L. Gaines Scholarship Banquet

Asian American Bar Association of the Greater Bay Area Annual Dinner

Hillsborough County Bar Association Diversity Picnic



SHB Associates Darth Vaughn and Lael Awong

Recognition

National Bar Association's Presidential Award

SHB Orange County Associates Lael Awong and Darth Vaughn received Presidential Awards for their efforts in coordinating the NBA's 88th Annual Conference's Corporate Leadership Forum.

Missouri Lawyers Weekly

Missouri Lawyers Weekly recognized SHB Partner Madeleine McDonough with a Mentor of the Year award, while Partner Holly Pauling Smith and Associate Ann Havelka were honored as Rising Stars.

Daily Business Review: Rising Star

SHB Miami Partner Hassia Diolombi was recognized as one of the *Daily Business Review's* 40 Rising Stars of 2013.

Top 250 Women in Litigation

Benchmark Litigation selected SHB San Francisco Managing Partner Tammy Webb as one of California's "Top Woman in Litigation" in the legal publisher's Top 250 Women in Litigation, a directory of the nation's most successful female "litigation stars." Webb was also recognized as a "Local Litigation Star" in California.

Lawyers of Color - 2013 Hot List

SHB Associates Andrew Cooper and Monplaisir Hamilton and Partner Greg Wu were recognized in the 2013 Hot List Special Edition.

LCLD Fellow

SHB Partner Greg Wu was selected to participate in the Leadership Council on Legal Diversity's 2013 Fellows program.

Super Lawyers

In 2013, SHB Partners Ethel Johnson, Michelle Mangrum, Madeleine McDonough, Lea Souza-Rasile, Terry Satterlee, and Marie Woodbury were recognized as Super Lawyers.

Super Lawyer Rising Stars

SHB Attorneys Frank Cruz-Alvarez, Lisa Bass, Kelly Bieri, Kristy Burmeister, Kelli Curry, Bonnie Daboll, Cathy Kamm, Alexandra Bach Lagos, Carrie McAtee, Kristen Page, Megan Roth, Bethany Shelton, Jennifer Voss and Charlene Wright were recognized by *Super Lawyer* as Rising Stars.

Florida Bar Leadership Academy Fellow

SHB Miami Associate Alexandra Bach Lagos was selected to join the inaugural class of The Florida Bar Leadership Academy, "a multi-session training program designed to assist a diverse and inclusive group of lawyers in becoming better leaders."

Product Liability Litigation Star

SHB Miami Partner Hildy Sastre was recognized as a Product Liability Litigation Star in the 2013 edition of *Benchmark Litigation*.

Chambers USA:

America's Leading Lawyers for Business

Partners Amor Esteban, Carrie McAtee, Hildy Sastre, and Terry Satterlee were selected for inclusion in the 2013 edition of *Chambers USA: America's Leading Lawyers for Business*.

Who's Who Legal:

The International Who's Who of Business Lawyers 2013

SHB Partners Michelle Fujimoto, Madeleine McDonough and Marie Woodbury were named leading product liability defense attorneys by *Who's Who Legal*.

The Best Lawyers in America

Forty-four SHB attorneys nationwide were selected by their peers for inclusion in the 2014 edition of *The Best Lawyers in America*®. Women and minority partners recognized included Mischa Buford Epps, Michelle Fujimoto, Sandra Hawley, Ethel Johnson, Terry Satterlee, Lea Souza-Rasile, Tammy Webb, and Marie Woodbury.



Once again, we received Gold Standard Certification from the Women in Law Empowerment Forum. SHB was one of only four firms that met all six criteria, and only one of two firms to receive the certification in all six criteria for three consecutive years. We continue to work to increase the number of women in the partnership.

SHB Partner **Annie Chuang** at the WILEF Awards

SHB was listed among the "50 Best Law Firms for Women" by *Working Mother* and *Flex-Time Lawyers*. *Working Mother* and *Flex-Time Lawyers* noted that the winning firms "create and use best practices in retaining and promoting women lawyers" and "lead the industry in supporting flexible work arrangements and offering generous paid parental leave."



A *Working Mother* article, "For the Public Good," highlighted SHB's accomplishments in gender diversity and our pro bono programs. Partner **Jane Bartley's** experience balancing the demands of motherhood and family with those of her role as a trial attorney with the firm's support was featured.



Recognition

[The Living the Values Award] is a tremendous achievement that says SHB is the pace setter for others in the legal industry in responding to the business imperative presented by The Coca-Cola Company's customers and exemplified as part of the company's core values.



We received The Coca-Cola Company's 2013 "Living the Values" Award for our demonstrated commitment to diversity and inclusion through innovative solutions that align with The Coca-Cola Company's values. SHB is the first two-time recipient of the honor.

Andrew Cooper | Associate | SHB
Former Intern at The Coca-Cola Company





SHB was ranked among Vault/MCCA's Top 100 U.S. Law Firms. Vault ranked SHB fourth in Diversity for Minorities; fifth in Diversity for Individuals with Disabilities; sixth in Best Diversity Overall; seventh in Diversity for Women; and 14th in LGBT Diversity.

SHB Associate John Turner III at the Vault Awards event

In January 2013, an *American Lawyer* article titled "The Law of Small Numbers," described SHB as an outlier because of our high number of women on the Executive Committee (30% in 2012 and 45% in 2013): "women make up 32 percent of the firm's division and practice group leaders and 22 percent of its office managing partners."



Shook, Hardy & Bacon is walking the talk when it comes to diversity.

Andrea Juarez, former interim executive director at the Center for Legal Inclusiveness

[SHB] has emerged as a beacon of comparative success for law firms aspiring to affect substantive change in their diversity and inclusion attitudes and practice.

Diversity & the Bar, July/August 2013



In July 2013, a *Diversity & the Bar* article titled "Check It Off" singled out SHB for our innovative initiatives and accomplishments. Focusing on the firm's Attorney Diversity & Inclusion Checklist, the Minority Corporate Counsel Association magazine praised the initiative "as an effective and fundamental mechanism in accomplishing advancements" that other organizations have since sought to emulate.

We received a perfect rating of 100 percent on the 2013 Human Rights Campaign's Corporate Equality Index.

100%



