

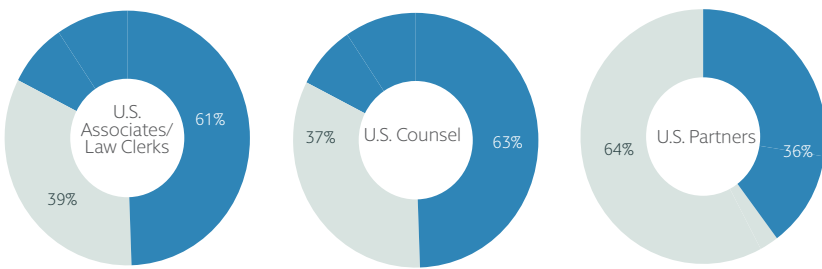
United States Diversity and Inclusion

Diverse teams deliver better results for clients. We know this both instinctively and through the day-to-day experience we have working with each other and our clients. The breadth of perspective, thinking, and difference of viewpoints that you get with a diverse team enables us to tackle a problem in a much more holistic manner.

We actively cultivate our pipeline of diverse talent, doing the hard work of transforming our policies, programs, practices, and processes to ensure that they enable us to recruit, develop, and advance our people. In many places we also partner with our clients and closely integrate into their own diversity and inclusion programs and investments.

This information sheet shows how we do just that.

Just the facts

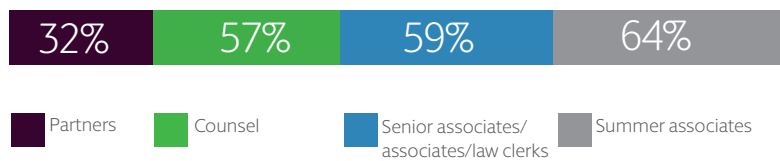


■ Diverse* ■ Non-diverse

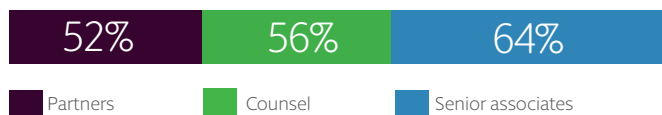
*Diverse lawyers includes women, minority, and LGBT+ lawyers

Recruiting and promoting people

Of the partners, counsel, senior associates, and associates recruited in the past four years, the following percentage were diverse.



Of the partners, counsel, and senior associates promoted in the last four years, the following percentage were diverse.



*Diverse lawyers includes women, minority, and LGBT+ lawyers

25% Number of women partners worldwide

34% Senior management positions held by women

Creating communities

We have a rich and varied group of highly-motivated individuals who are very active in ensuring the firm understands and lives up to its diversity and inclusion commitments.

- 7 National affinity groups
- 9 Diversity committees
- 10 Women's initiatives

Meeting Mansfield

In 2018, Hogan Lovells adopted the Mansfield Rule, which requires the firm to have at least 30 percent women, minority, and LGBT+ lawyers in candidate pools for senior leadership positions, in recruiting, and in business development activities.

8 of the 11 categories were applicable over the first two quarters.

Category	Mansfield % needed
Equity partner promotions	>30%
Office heads	>30%
Lateral partner recruiting	>30%
Lateral associate recruiting	>30%
Advancement committee	>50%
Compensation committee	>30%
Formal pitch meetings	>30%
Job descriptions/ Selection process	>50%

We exceeded the minimum threshold in all 8 categories, as applicable, over the first two quarters of internal reporting.

National Diversity Committee

In 2018, we launched the U.S. National Diversity Committee, a diverse group of influential partners led by our CEO, which establishes best practices for diversity and inclusion in the United States and invests in the internal pipeline of diverse lawyers.



Investing in diverse lawyers

In November 2018, we held our inaugural U.S. minority and LGBT+ law conference. Called “Allverse,” it brought together more than 220 lawyers with our leadership and with some of our clients. The theme was “investments and intrapreneurship.”

Key outcomes and commitments:

- Our diverse lawyers saw the magnitude of the investment in diversity by most senior leaders.
- The networking was impactful, and there were cross-referrals from and to diverse lawyers.
- Our affinity groups and diversity committees are working to implement Allverse themes.
- There is an ongoing desire for training non-diverse lawyers on bias and the importance of diversity initiatives.

[Watch the Allverse video here: bit.ly/ 2DxujI4.](https://bit.ly/2DxujI4)



“[Allverse] is truly one of a kind ... To me, it shows a commitment from the law firm, and to make this kind of investment in D&I really speaks volumes.”

Deputy General Counsel, 2018

Connecting with clients

Alongside our commitment to providing diverse and inclusive teams, we also partner with our clients and closely integrate into their own D&I programs and investments. This creates a richer and more informed environment for understanding the needs of our clients as well as opportunities to work together to address root cause issues, and give opportunities to our women, minority, and LGBT+ lawyers.

We are also active participants in initiatives led by The Leadership Council on Legal Diversity (LCLD). Over the last four years, we selected 16 LCLD 1L Scholars representing four different offices, an annual ‘rising star’ associate as our LCLD Pathfinder, and five LCLD Fellows. Where applicable, we are able to place 1L scholars with clients so they receive training from the client and the firm.

Globally in 2018, we asked more than 110 clients for their views on diversity and inclusion, and we are incorporating their comments into how we work and are continuing to seek their views in 2019.

“So many thank yous again to you and your team. We have gotten incredible feedback, with people using words like ‘phenomenal,’ ‘fantastic,’ and ‘I’m so glad I attended.’”

Assistant General Counsel, 2018

Recognition brings its own rewards

Our work and our people are viewed by many as at the cutting edge in the profession. There is always more to do and no room for complacency, but they show we are on the right path. Here are just a few.

- *AmLaw’s* Top 100 diversity scorecard for the last eight years.
- Top rating of 100 percent for LGBT+ equality on the Human Rights Campaign Foundation’s Equality Index for the last eight years.
- *Law360* ranking as one of the 10 best law firms for women.
- Women in Law Empowerment Forum’s Gold Standard certification for the last six years.
- Yale Law Women naming us as a top 10 female-friendly law firm.
- Acritas naming Hogan Lovells as the firm that most women partners would want to work for.

Continuing the conversation

We are committed to an open and constructive conversation with our people and with our clients. We would be delighted to continue this dialogue and would welcome the opportunity to introduce you to the diverse talent we have at our firm.

Contact us:

Leslie Richards-Yellen, Director of Inclusion - Americas
leslie.richards-yellen@hoganlovells.com

Steve Immelt, CEO
stephen.immelt@hoganlovells.com

Ina Brock, Managing Partner, Clients and Industries
ina.brock@hoganlovells.com