



One Hogan Lovells:
many perspectives

Hogan
Lovells





“At Hogan Lovells we are proud of our culture and values. We recognize that breadth of perspective and difference of viewpoints produced by diverse teams can help produce our best thinking, both for our clients and in terms of running our own business. Attracting and harnessing the full talent of all our people means creating an environment where people feel able to be themselves. This means paying attention to the small details of firm life as well as to large policy questions. This takes time but we are determined to continue making progress.”

Stephen Immelt, CEO, Hogan Lovells



“As a global law firm, the diversity of our people is a core strength, enabling us to provide the best work environment, to adapt and innovate, to deliver excellence for our clients.

As the chair of the Global D&I Committee, I am proud of the progress we are making across the firm. We still have some way to go, but the foundations we have put in place and the sharing of expertise across our regions will be what sets us apart.”

*Marie-Aimée de Dampierre
Regional Managing Partner, Continental Europe
and Chair of the Global D&I Committee*

One Hogan Lovells: many perspectives

We know that diversity makes us a better law firm and helps us to attract the best talent, drive innovation, and deliver the best experience for our clients. We are committed to nurturing an inclusive working environment where all of our people can be themselves and feel empowered to succeed.

Our Global Diversity & Inclusion (D&I) Committee (below) comprises senior representation from across our practice groups, industry sectors, and regions. The Committee is accountable for defining and executing our global D&I strategy. In addition, we have regional committees that are responsible for delivering this strategy in alignment with local priorities.



Owen Chan
Office Managing Partner,
Hong Kong



Marie-Aimée de Dampierre
Regional Managing Partner,
Continental Europe, Paris



Ari Fitzgerald
Partner, Washington D.C.



Daniel Gonzalez
Partner, Miami



David Hudd
Deputy CEO, London & New York



Stephanie Keen
Office Managing Partner, Singapore



Sharon Lewis
Head of Financial Institutions Sector
Industry Group, Paris



Marcy Wilder
Partner, Washington D.C.



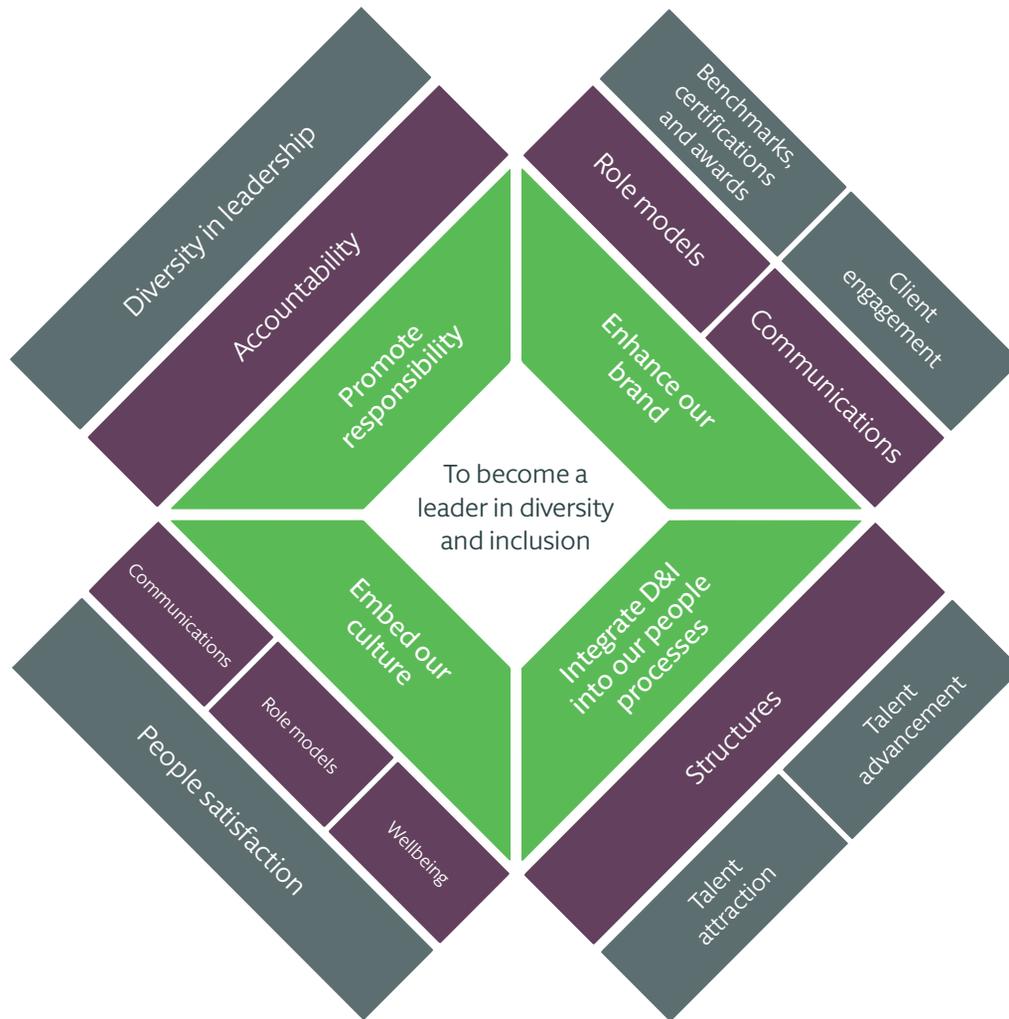
Kay Willis
Chief People Officer, London



Lu Zhou
Partner, Beijing

We also have a Global D&I Advisory Group made up of individuals from across legal and business services, representing diverse voices and perspectives. The advisory group acts as a sounding board and idea generator and supports communication of initiatives.

We evaluate all of our initiatives and programs through our global D&I framework



Promote responsibility

Ensure that we have governance structures in place to deploy our strategy with effective monitoring on progress, and clear accountability across our regions, practice groups, and Business Services.

Embed our culture

Provide all of our people with the training, tools, and environment needed to empower them to be their authentic selves in the firm and with clients.

Integrate D&I into our people processes

Ensure that our entire infrastructure supports our diversity and inclusion aims to attract, recruit, retain, and advance our people.

Enhance our brand

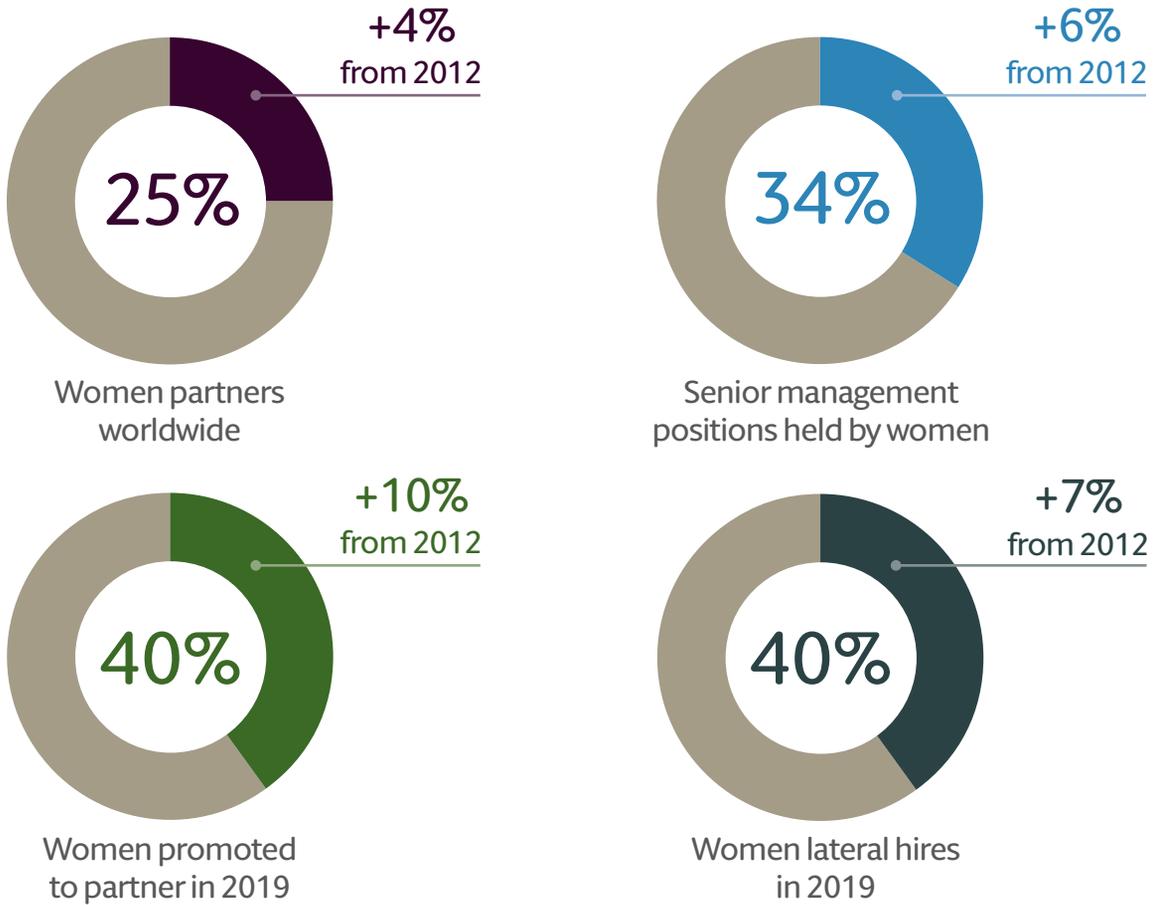
Position ourselves as an employer of choice for top talent in diverse communities and leverage that diversity to strengthen our client relationships and deliver excellence.

Key:

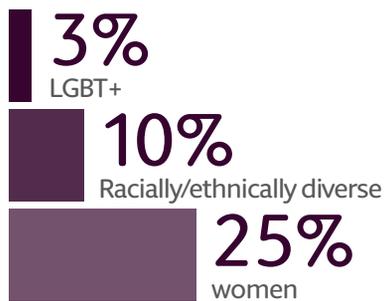
- Priorities
- Activity pillars
- Measures

Scrutinizing our progress

We were the first global law firm to set gender targets in 2012 and have made encouraging progress since then. We are increasing the gender balance in our partnership and management teams.

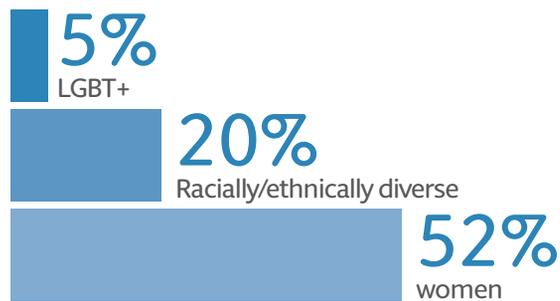


Our global partnership



Our global pipeline

(associates, senior associates and counsel)





Named by Acritas as
**the global law firm
that most women
partners would
like to work for**

Embedding our culture around the world

Americas

Diversity is at the core of who we are and how we do business in the Americas. We are committed to structural advancements that are key to ensuring that diverse lawyers will be strategically invested in and advanced.

We support our people through 28 regional diversity networks, including the U.S. National Diversity Committee, regional diversity committees, regional women's initiatives, national affinity groups (which include African-American, Agility, Asian-Pacific American, Hispanic, LGBT+, Middle Eastern-North African, and Military), and regional affinity groups.



Initiatives

The U.S. **National Diversity Committee** (NDC) is a diverse group of influential partners led by our CEO that establishes best practice for diversity and inclusion in the U.S. and invests in the internal pipeline of diverse lawyers. The NDC evaluates and advocates for access to quality work assignments, provision of sponsors, coaching, mentoring, and business development support.



We have 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 lateral recruiting, and in certain business development activities.



Our inaugural U.S. minority and LGBT+ law conference, **Allverse**, brought together more than 220 lawyers with our leadership and some of our clients. The conference not only demonstrated the investment the firm is making, it also provided a training and networking platform for our diverse lawyers.

Spotlight on Mexico

Our WALK Forum provides practical, professional development tips for women lawyers in partnership with the "Getting Things Done" initiative. Delegates look at how to address areas that can impede advancement, including time management and work-life balance. We have rolled out culturally sensitive unconscious bias training to over 250 people internally and a number of external groups to raise awareness of the involuntarily exclusions that we may make and how to address them.

We welcome Professor Jerry Kang to our U.S. offices where he will be refreshing bias training that was previously required for all offices. Professor Kang will discuss the implications of stereotypes and biased attitudes that we all harbor, as well as potential countermeasures to reduce bias. Professor Kang has already trained the firm’s NDC members to assist in their efforts.

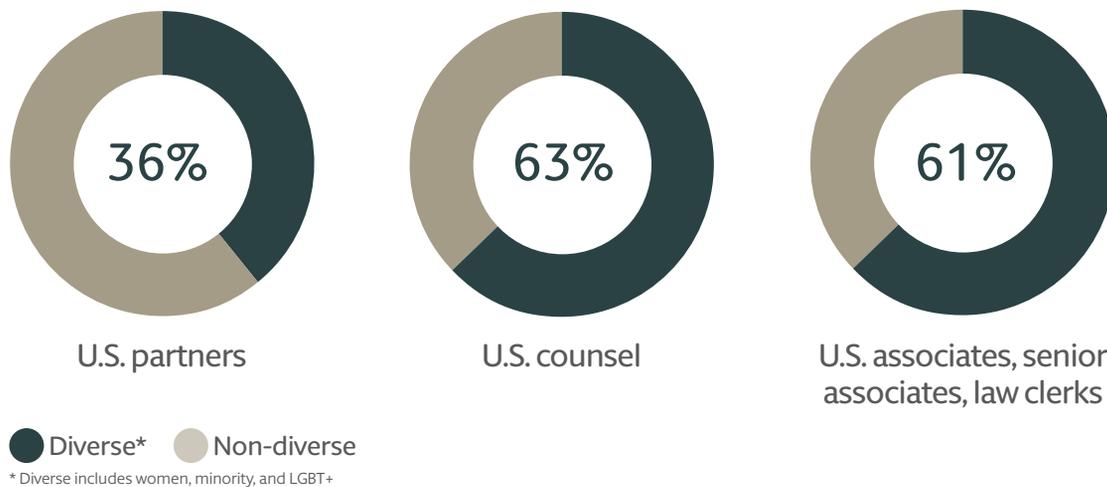
Key awards

- **AmLaw 100** – Top 100 diversity scorecard for last eight years
- **Human Rights Campaign Foundation’s Corporate Equality Index** – 100% rating for 10 consecutive years
- **Law360** – 6th best law firm for women lawyers
- **Women in Law Empowerment Forum** – Gold Standard certification for six consecutive years
- **Working Mother** – Top 50 law firm for women for six consecutive years
- **Yale Law Women** – Top 10 female-friendly law firm

Engaging with our clients

We are active participants in initiatives led by the **Leadership Council on Legal Diversity (LCLD)**. Over the years, we have selected 16 LCLD 1L Scholars representing four different offices, an annual “rising star” associate as our LCLD Pathfinder, and six LCLD

Fellows: five women of color and one LGBT+ man. Where able, we place 1L scholars with clients so they receive training from and provide value to both the client and the firm.



Allverse





“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, Hogan Lovells

Embedding our culture around the world

Asia Pacific and Middle East

In the Asia Pacific and Middle East (APME) region, we focus our inclusion efforts around four pillars: Ethnicity & Social Inclusion, LGBT+, Gender Balance, and Wellbeing. Spanning 11 geographical regions, multiple languages, and cultures, we have a rich and diverse employee and client base. We seek to enhance and engage that diversity through the use of inclusive practices and policies.

We have a number of active internal networks across the region such as our women and working families networks, parent, and pre-parents groups. We invite clients to our award winning Breaking Barriers lunchtime speaker series, intended to provide support to, enable, and inspire our people.

Initiatives

To nurture our inclusion culture, we have focused on **“Respect at Work”**, created an anti-bullying and harassment policy, and mandated inclusion training for all partners across the region.

We are committed to creating a workplace where everyone can be themselves and take pride in all we do. We have been proactively supporting the expansion of **Pride+**, our global LGBT+ and Allies Network, across the region. We have hosted events on “how to be an ally” in Hong Kong and invited Pink Dot Singapore representatives to share their experiences.

Pride+ members



We remain laser focused on gender balance across the region and have run a number of initiatives to improve the retention and advancement of our women. In Shanghai, our “Girl Power Club” networking initiative continues to flourish, connecting our women across the workplace. In Singapore and India, we remain a core sponsor of the “Break the Ceiling, Touch the Sky” annual summit, which brings together over 200 companies from 25 countries to provide a global platform for women in leadership.

Engaging with our clients

We regularly host events to engage our clients and communities in D&I discussions. In Dubai, we have run a series of cultural heritage events covering Ramadan, St. Patrick’s Day, Diwali, and Lebanese Independence Day.

Our annual Middle East Women in Business Dinner brings together our women partners and clients to discuss challenges and opportunities specific to their work surroundings, and share inspiring stories of female leadership and best practices for creating a truly inclusive culture and workforce.

Key awards

- **Asia Legal Awards** – Diversity Initiative of the Year: Pride+
- **ALB China Award** – Top 15 for female lawyers
- **Euromoney Asia Women in Business Law Awards** – Best gender initiative by a global firm

Embedding our culture around the world

Continental Europe

In our Continental Europe (CE) region of nine countries, 14 offices, and vast cultural diversity, we raise visibility of our commitment to diversity and inclusion at every opportunity. Our activities are inclusive of LGBT+, disability, gender balance, and working families.

We recognize that in working beyond our own walls with other organizations and government bodies, we can quicken the pace of change on diversity and inclusion topics. That is why we actively work across the industry to create networking and thought leadership opportunities with our peers.

Since 2013, we have formed or joined organizations and signed charters devoted to promoting diversity and inclusion.

Initiatives

As part of our commitment to improve gender balance at all levels of the firm, we have rolled out a mentoring program for our women in each of our CE offices. This program supports our talented lawyers in career conversations, develops skills for a successful career, and provides external networking and mentoring opportunities.

The **Pride+ live speaker series**, developed by our CE LGBT+ Network, has brought recognized international leaders, activists, and experts right to the desks of our 2,400 people in Europe. Speakers have included the First Gentleman of Luxembourg, Civil Rights Defenders from Stockholm, and the only openly gay Western journalist to work in the Middle East.

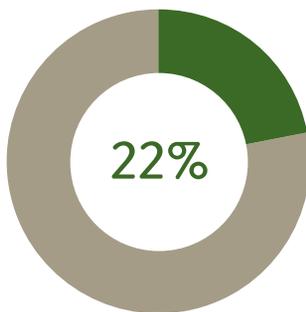
Our commitment to nurturing inclusive workplaces has seen us hosting training programs for people with physical and mental disabilities in our offices in Madrid and Luxembourg. This has helped to inform local policy and practice.

Engaging with our clients

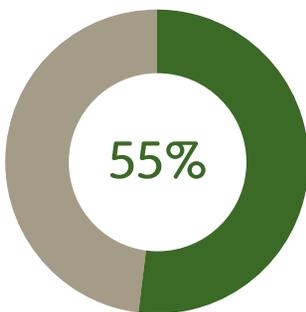
Our **“Women of Achievement”** speaker series brings our clients and our lawyers together to discuss current topics relevant to women’s lives and careers. Guest speakers have included politicians, businesswomen, women Olympians, historians, and authors.

Key signatories and charters

- 30% Mentoring Club, Italy – Steering committee member since 2013
- Diversity charters in France, Germany, and Luxembourg
- LGBT+ diversity charters in Italy, Germany, and France



CE partner diversity



CE pipeline diversity
(associates, senior associates, and counsel)

● Women ● Men

Hogan Lovells is proud to be a founding member of the Legal Diversity & Inclusion Alliance in Belgium, the Stichting Forward (LGBT Network) in the Netherlands, and the REDI corporate LGBT network in Spain.

Embedding our culture around the world

United Kingdom

We are committed to developing a culture of inclusion in the UK through effective recruitment, retention, promotion, and professional development of all of our people.

Our diversity and inclusion activities enable us to drive people engagement and widen access to the profession. Our five active and inclusive networks (50:50, StepUp, Multi-cultural, Working Families, Pride+) support us in delivering our strategy.

Initiatives

We have a strong record in recruiting Black, Asian, and minority ethnic students through our graduate recruitment program. We use a range of innovative activities to ensure we attract diverse talent from all backgrounds and experiences, including contextual recruitment and our partnerships with Rare Recruitment and Aspiring Solicitors.

Our 50:50 and StepUp Networks support activities to improve gender diversity at all levels of the firm. We also actively nurture our pipeline of talent through the Corporate Women's Leadership Development program, our global coaching program, mentoring/reverse mentoring initiatives, and returnship program.

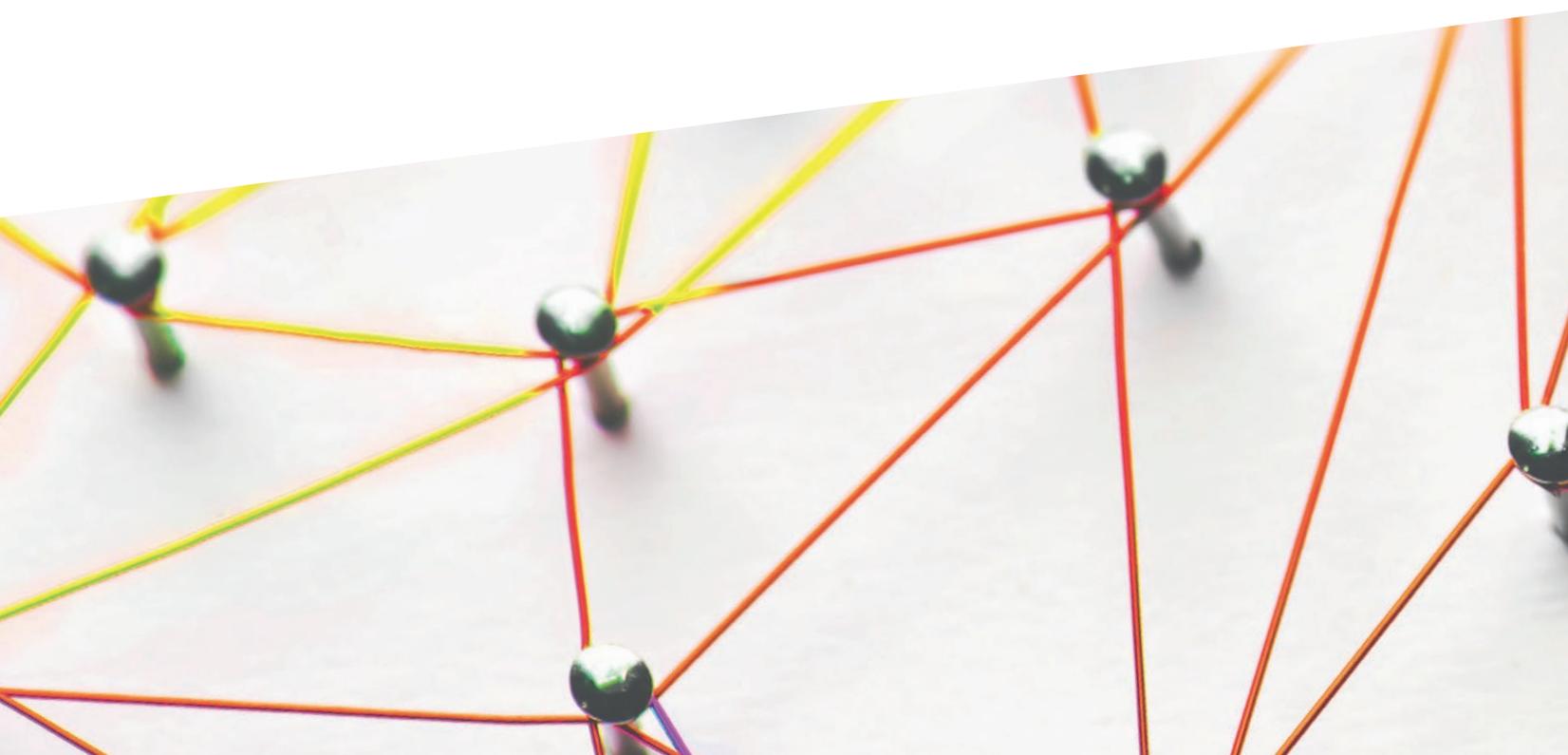


We are proud to be a founding signatory of the **Mindful Business Charter**, which was created to remove unnecessary sources of workplace stress and promote better health and wellbeing in the legal community. This complements the firm's existing wellbeing program, which covers financial, mental, social, and physical wellbeing. Our annual Wellbeing Month is the highlight of our activity calendar and is attended by our people and our clients.

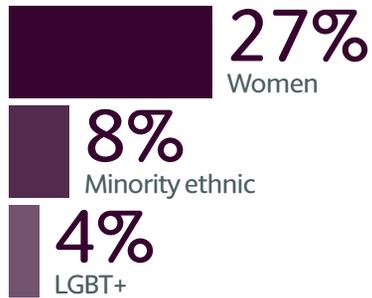
Engaging with our clients

Our biennial **Global Women's Executive Summit** continues to bring clients and industry leaders together with our women early in their careers. The summit is a platform to discuss issues impacting women in leadership and for cross-industry networking.

Our annual **Pride lunch**, now in its eighth year, brings together clients, colleagues, and the legal press to celebrate Pride, to provide networking opportunities, and to emphasize the importance of D&I in the way we do business. The lunch also gives our LGBT+ clients a great opportunity to see themselves represented in Hogan Lovells.



UK partnership diversity



UK lawyer diversity

(Associates, senior associates, counsel)



Key awards

- **Top 100** Stonewall Workplace Equality Index for nine consecutive years
- **The Times Top 50** Employers for Women for eight years
- **Top 30** Best Employers for Race – Business in the Community
- **Top 50** Social Mobility Index



Ensuring dignity and respect in the workplace

Respect at Work is our proactive approach to ensure that we protect both our people and our culture, the principles of which have been deployed across our regions.

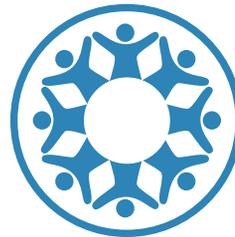
We take very seriously any behavior that demeans the dignity of others, such as bullying, harassment, and discrimination. Our long-term objective is to ensure our position on these matters is well documented, communicated, understood, and acted upon.

We have initiated a program of activity that includes refreshing and relaunching our anti-bullying and harassment policies in all regions, as well as localized training on inclusive behaviors and bias.

In the UK, we have taken this a step further, creating Respect Advocates who are volunteers across our business at all levels who champion respectful behavior. Our Respect Advocates are trained and equipped with the skills and knowledge required to manage difficult situations.

We run mandated workshops for all UK-based partners and senior members of our Business Services so they are prepared to recognize and challenge instances of bullying and harassment. We are committed to nurturing a culture where people feel comfortable raising any concerns, in knowing they will be dealt with appropriately.

For us, respect isn't about avoiding headlines; it's about protecting both our people and our culture.



The Respect Advocates badge

“It takes bravery for an employer to openly discuss and commit to tackling bullying and harassment. Hogan Lovells stands head and shoulders above the sector for its leadership in this field. I have been so proud to partner with this employer. Their integrity and authenticity has been key to the success of our work. Other firms should look to this unique program and feel inspired to follow Hogan Lovells’ lead.”

*Specialist Advisor, UK Women & Equalities
Select Committee*



Proudly supporting our LGBT+ people

We are deeply committed to LGBT+ inclusion and have been advocates and innovators for LGBT+ rights around the world for many years.

We believe that no one should be held back at work or in their personal lives because of their sexual orientation or gender identity. Our global LGBT+ ally network, Pride+, shows our solidarity and ensures that our LGBT+ colleagues are respected, embraced, and supported, wherever they are in the world. Pride+ has over 1,700 members worldwide, a number which grows every day.

Our LGBT+ people and allies support the culture of our firm and use their influence to raise important issues both locally and globally. They are proactive advocates for change.

Below are some local examples of our commitment:

- Recognizing the legal challenges and difficult social conditions in Russia, the firm is committed to reinforcing respect and equal treatment for all of our people. Our Pride+ team in Moscow has been active in educating about LGBT+ rights through internal events with globally recognized organizations and providing pro bono advice to local non-government organizations.
- In Spain, we partner with the Spanish Commission for Refugees, a pro bono client, to raise awareness of the plight of LGBT+ refugees from Syria and other countries. We also host weekly language courses for refugees in our office.
- We continue to work with Pink Season and Planet Ally to host events on topics such as “allyship”, as well as support Pink Dot events in Hong Kong and Singapore.
- In the UK, we partner with and participate in the Solicitors Regulation Authority LGBT+ inclusion mentoring scheme. We have also become a founding partner of the Goldman Sachs Legal Insight Program to broaden access to careers in the City of London for LGBT+ talent.

- We have signed the Mansfield Rule 2.0 in the U.S., which commits firms to measure, track, and improve the composition of women, minority, and LGBT+ candidates for lateral hiring, senior leadership positions, and business development activities.
- Todd Sears, founder of Out Leadership, a strategic advisory firm that works to extend equality for LGBT+ people worldwide, gave a keynote speech at our Global Partner Conference, reinforcing the importance of allies speaking up, being visible, and joining in.

25% of our global colleagues are **Pride+ allies**



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*Our associated offices

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