



An Open Letter to Law Firm Partners:

We are General Counsels and Chief Legal Officers of more than 170 companies. We represent public and private companies, start-ups, and non-profit organizations. Our businesses span industries from advertising to technology, business and consumer facing products and services to retail and manufacturing, healthcare to software, publishing to life sciences, and hospitality to financial services. We engage law firms to help us launch IPOs, safeguard customers' privacy and data protection rights, litigate "bet the company" suits, bring life-saving drugs to market, navigate challenging regulatory obstacles, and engage in high stakes mergers and acquisitions. Collectively, our companies spend hundreds of millions of dollars annually on legal services and we are committed to ensuring equality in the legal profession.

We expect the outside law firms we retain to reflect the diversity of the legal community and the companies and the customers we serve. We applaud those firms that have worked hard to hire, retain, and promote to partnership this year outstanding and highly accomplished lawyers who are diverse in race, color, age, gender, gender orientation, sexual orientation, national origin, religion, and without regard to disabilities. You and your firms have shown leadership by putting into place practices, policies, and priorities to ensure that a broad spectrum of attorneys are attracted to your firms, have a chance to demonstrate their talents, are able to successfully navigate both their professional and personal lives, and are rewarded for their exemplary performance. We believe that a diverse workplace is evidence that you have created an environment where all employees feel they belong and are accepted. We appreciate and acknowledge that effort and investment.

At the same time, we are disappointed to see that many law firms continue to promote partner classes that in no way reflect the demographic composition of entering associate classes. Partnership classes remain largely male and largely white. We have no doubt that these lawyers worked hard to earn partnership and deserve the success they have obtained at your firms. We also know that there are women, people of color, and members of the LGBTQIA community and others who are no doubt equally deserving, but are not equally rewarded. We are left to wonder if you and your partners value diversity enough to put into place programs to develop, promote, and retain talented and diverse attorneys. It is not enough to commit your firm to diversity during the recruiting process or to hire a diversity and inclusion officer and expect that person can effect change without the full commitment of each member of the firm. Instead, the reality is that you must consciously and personally invest in diversity and inclusion and interview, hire, mentor, support, sponsor, and promote talented attorneys who don't always look like you or share your background.

We, as a group, will direct our substantial outside counsel spend to those law firms that manifest results with respect to diversity and inclusion, in addition to providing the highest degree of quality representation. We sincerely hope that you and your firm will be among those that demonstrate this commitment.

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