

## **Formal Statement**

### **Committee on Financial Services**

#### **Subcommittee: Diversity and Inclusion**

#### **Title: Promoting Inclusion: Examining the Need for Diversity Practices for America's Changing Workforce**

Goodwin is committed to promoting diversity within our firm and in the legal profession, and also to fostering an inclusive environment in which each attorney and professional can excel and thrive. Diversity and inclusion are core values at Goodwin, and we believe that they make us stronger as a firm, as a provider of legal services and as an employer. It's also a matter of justice. We believe that equity demands a diverse workforce and legal profession, and we have a lengthy track record of enabling equal access to the legal system through our extraordinary pro bono efforts and our broad non-discrimination policies.

Inclusion@Goodwin, established in 2014 and led by the firm's Chairman Emeritus, David Hashmall, drives the firm's diversity and inclusion strategic initiatives. Core firm strategies include a bias disruption campaign, inclusive leadership training and upward feedback for leaders, sponsorship initiatives, and practice group action plans. These strategies are complemented by our robust CRED@Goodwin (Committee on Racial and Ethnic Diversity), Pride@Goodwin and Women@Goodwin initiatives, which promote connectivity and networking and advancement opportunities within the firm.

At Goodwin, we recognize that despite significant commitment and hard work, we need to work even smarter and faster on our diversity goals around development, retention, advancement and leadership. To demonstrate our leadership in this area, and our willingness to disrupt the status quo, we have elected to sign on to two bold initiatives led by Diversity Lab:

- The Mansfield Rule, a law firm slate diversity initiative launched in 2017; and
- The Move the Needle Fund, a collaborative effort designed and funded with \$5M to test innovative initiatives to create a more diverse and inclusive legal profession.

#### **Mansfield Rule**

The Mansfield Rule was one of the winning ideas from the 2016 Women in Law Hackathon hosted by Diversity Lab in collaboration with Bloomberg Law and Stanford Law School. Law firms participating in the Mansfield Rule are expected to consider a diverse slate of candidates for the following roles, committees, and leadership activities. They are also encouraged to create and post job descriptions for these leadership roles and ensure that the processes for election and/or appointment to these roles are transparent and accessible to all lawyers.

- Equity Partner Promotions
- Lateral Partner and Mid/Senior Level Associate Searches

- Practice Group + Office Head Leadership
- Executive Committee and/or Board of Directors
- Partner Promotions/Nominations Committee
- Compensation Committee
- Chairperson and/or Managing Partner
- Formal Pitch Opportunities

As an example of the Mansfield Rule in action, if firm management has identified a short list of five candidates for an opening on its executive committee, under the Mansfield Rule guidelines, two of the candidates would need to be women, attorneys of color or LGBTQ+. Firms that consider diverse lawyers for 70% or more of their leadership committees / roles that exist at the firm and are open during the review period qualify to become Mansfield Certified.

After successfully completing the inaugural one-year Mansfield Rule pilot and achieving Mansfield Certification last year, Goodwin signed on to Mansfield 2.0, which broadened the obligations of participating firms and expanded the initiative to include LGBTQ+ metrics. The firm recently achieved Mansfield Certification for a second time. Diversity Lab also named Goodwin a “Mansfield Certified Plus” firm in recognition of its achievement of at least 30% diversity in at least 50% of the Mansfield 2.0 leadership categories. Currently, Goodwin’s senior-most leadership committees are 35% diverse, which is a significant achievement for the firm and signals the progress that the firm has made since implementing the Mansfield Rule.

### **Move the Needle**

Goodwin is one of five trailblazing law firms partnering with the innovators at Diversity Lab on a brand-new Move the Needle (“MTN”) initiative. This joint venture will allow Goodwin to collaborate with four other law firms and the general counsel at 25+ influential companies to pursue bold, public, metrics-based goals to be achieved within the next five years.

We have chosen the following goals, based on the specific challenge we are seeking to address.

***Challenge to Solve:*** NALP data shows that the diversity of AmLaw 200 entry-level lawyers roughly matches that of graduating law students. But, in most firms, diversity diminishes significantly as lawyers move into the senior associate, income partner and equity partner ranks.

To eliminate this disparity and find ways to achieve more consistent advancement for all of its people, Goodwin has set a goal to retain and advance its diverse lawyers at equal rates — from entry-level through the upper ranks of the firm — by ensuring everyone has equal access to career-enhancing work, sponsorship, and leadership opportunities.

***Metrics-Based Goals:*** By January 2025, (1) The diversity of (i) Goodwin’s senior associate population and (ii) its population of partners and equity partners elevated in the preceding five years will match or exceed its entry-level associate diversity, which will be consistent with or greater than the diversity of graduating law student classes by gender, race/ethnicity, and LGBTQ+ identity; and (2) The collective composition of all firm leadership committees will be at least 40% diverse.

*In all of Goodwin's efforts to enhance diversity, inclusion, and equity, the firm remains committed to equal opportunity for all of its people.*

To achieve our goals, we will invest \$1.25 million over five years and develop new research-based initiatives in collaboration with Diversity Lab, the participating general counsel, and the other MTN law firms. We will measure the outcomes of each of these initiatives and share results — both successes and failures — internally and with the legal community.

In addition to the other MTN law firms and the participating general counsel, we also have the support of 10+ MTN community leaders from various organizations who will provide valuable insights and data, challenge norms, and support the firms and legal departments in achieving their goals. This effort is the first-of-its-kind experimental “laboratory” in which bold new approaches will be incubated over five years in the law firms to serve as a model for learning and transformative change in the legal profession and beyond. The five firms will set bold, measurable diversity goals, experiment with research-based and data-driven ways to achieve them, and publicly report their progress.

To achieve the goals and serve as a model from which others can learn, MTN will leverage the \$5M investment made by the five firms to (1) explore and experiment with new approaches to hiring, work/life integration, work allocation, promotions, feedback, performance reviews, and compensation systems; (2) implement the winning Diversity in Law Hackathon ideas; (3) test evidence-based research such as the bias interrupters from the ABA and Minority Corporate Counsel Association study as well as other inclusion research from top academic institutions; and (4) crowdsource innovative ideas from other industries. The general counsel will work together with the MTN firms to achieve their goals and also pilot some of the innovative initiatives with their legal departments and current outside counsel.

The benefits of signing on to MTN include:

- *Setting bold, measurable goals.* We will do everything we can to achieve our goals. But at the end of the day, we think it is better to fail at a bold goal than not to set such a goal at all. We believe in the adage, what gets measured gets done.
- *Creating transparency and public accountability.* The public nature of the MTN initiative, including the publicly announced law firm goals and the knowledge-sharing in which the law firms will engage, creates a unique level of transparency and accountability that will help the firms stay on course over the next five years. Transparency will also allow us to engage the internal Goodwin community in our efforts and invite everyone to be part of the conversation and solution.
- *Garnering significant investment in our initiatives.* Many diversity and inclusion initiatives fail because of limited investment of funds and resources. Given the funds invested by the five MTN law firms, and the time and energy invested by Diversity Lab, the participating general counsel and the participating community leaders, MTN will have the investment necessary to succeed.
- *Fueling innovation in a laboratory-type environment.* MTN has created an ecosystem where failure is part of the process, which will allow the MTN law firms to test interventions, learn from mistakes and find solutions that are deeply impactful.

- *Enabling opportunities for collaboration.* As a profession, we have been working on diversity and inclusion in silos for many years and we have barely moved the needle. We have the opportunity to break down the barriers and share learnings and best practices, which can be a model for other sectors.

## Goodwin Sets Bold Diversity and Inclusion Goals as Part of Diversity Lab's *Move the Needle* Fund

### *Firm Also Achieves Mansfield Rule 2.0 Plus Certification*

**September 18, 2019 — New York, NY** — Global law firm [Goodwin](#) announced today its goals as part of Diversity Lab's just-launched [Move the Needle Fund](#). The initiative is a large-scale effort designed to create a first-of-its-kind joint venture in which bold new approaches to diversity and inclusion will be incubated over five years to serve as a model for the legal industry. Goodwin's Move the Needle goals are as follows:

By January 2025:

1. The diversity of (i) Goodwin's senior associate population and (ii) its population of partners and equity partners elevated in the preceding five years will match or exceed its entry-level associate diversity, which will be consistent with or greater than the diversity of graduating law student classes, as measured on January 1, 2020, by gender, race/ethnicity, and LGBTQ identity.
2. The collective composition of all firm leadership committees will be at least 40% diverse.

*In all our efforts to enhance diversity, inclusion, and equity, we remain committed to equal opportunity for all our people.*

"We are proud to partner with Diversity Lab, more than two dozen general counsel, a cohort of community leaders and fellow participating law firms on this trailblazing initiative to move the needle on diversity and inclusion," said [David Hashmall](#), Goodwin's Chairman who, together with [Rob Insolia](#), Chairman-Elect, will lead the firm's work with the initiative. "As part of this joint venture, we articulated bold and ambitious goals around development, retention, advancement and leadership that we know will help us make significant strides in fostering diversity and inclusion within our firm. We look forward to working with Diversity Lab and the Move the Needle community on achieving our collective goals."

In order to achieve its goals, Goodwin will deepen and strengthen its existing initiatives, including [CRED@Goodwin](#), [Pride@Goodwin](#), [Women@Goodwin](#), and [Inclusion@Goodwin](#), among others. The firm will also develop new research-based initiatives in collaboration with Diversity Lab and the Move the Needle members. Goodwin will measure the outcomes of each of these initiatives and will share results publicly.

For additional information about the Move the Needle initiative and its goals, please [listen to the latest episode of Goodwin's Perspectives podcast](#), in which David Hashmall interviews Diversity Lab's founder Caren Ulrich Stacy.

Goodwin has partnered with Diversity Lab on a number of programs, including the [adoption](#) of and subsequent [certification](#) for the [Mansfield Rule](#), designed to boost the representation of diverse lawyers in law firm leadership by broadening the pool of candidates considered for these opportunities.

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### **About Goodwin**

At Goodwin, we partner with our clients to practice law with integrity, ingenuity, agility and ambition. Our 1,000-plus lawyers across the United States, Europe and Asia excel at complex transactions, high-stakes

litigation and world-class advisory services in the technology, life sciences, real estate, private equity, and financial industries. Our unique combination of deep experience serving both the innovators and investors in a rapidly-changing, technology-driven economy sets us apart. To learn more, visit us at [www.goodwinlaw.com](http://www.goodwinlaw.com) and follow us on [Twitter](#), [LinkedIn](#) and [Instagram](#).