



# Marshall, Gerstein & Borun LLP

## Diversity Strategic Plan

### Mission Statement

For more than 50 years, we have delivered the highest quality of service to our clients using diverse legal teams that are strengthened by our collective commitment to excellence, ethics, collaboration and inclusion of different perspectives.

We recruit the best minds from all walks of life, and we work hard to maintain a working and learning environment where different perspectives are valued and thrive. Diversity and inclusion are not merely firm initiatives; they are values that help define who we are and guide what we do.

### Working Action Plan

*All strategies should strengthen and support our people,  
our client service and our financial success.*

The Diversity Committee, chaired by a member of the Executive Committee, is committed to a long-range action plan that will fulfill its mission, understanding that many of its provisions will require persistent and consistent dedication, and the involvement of every individual within the firm. Our primary strategies for implementing the firm's diversity mission are: internal education, recruiting, retention, external communication and accountability.

## Internal Education

Our goal is to increase awareness, dialogue, and expertise on diversity-related issues within the firm.

- Communicate clear, concise and inclusive standards for mutual respect and dependability
- Increase awareness of and appreciation for cultural differences and strategies for inclusion
- Present the business case for diversity to attorneys, professionals and staff at regular meetings and post on firm portal
- Communicate the importance that each committee and practice group integrate diversity considerations into professional and client development
- Monitor, evaluate, and communicate diversity-related statistics and analyses
- Provide notice of opportunities to participate in diversity events
- Identify opportunities for diversity consultant to provide narrowly tailored education and guidance directed to selected committees, groups and/or individuals

## Recruiting

Our goal is to increase the firm's diverse population.

- Make diversity a priority in recruiting and hiring
- Conduct diversity-based training for all attorneys and representatives of the firm who interview candidates
- Change our recruiting process to increase recruiting from diverse populations
- Implement programs to attract diverse lateral associates and partners
- Enhance firm identity/name recognition through pipeline initiatives in collaboration with clients, law schools, and minority organizations and publications

## Retention

Our goal is to retain our diverse population by providing an environment that supports them and maximizes opportunities for professional development and advancement.

- Develop and implement, in a concrete, consistent fashion, programs that provide equal access to opportunities
- Expect each practice group to integrate diversity into professional and client development
- Articulate clear expectations for advancement (core competencies and other skills)
- Improve performance review processes to increase their value and effectiveness for reviewers and those being reviewed
- Articulate and reinforce expectation that associates, professionals and staff take personal responsibility for their professional development and success within the firm
- Assist and empower all individuals to take personal responsibility for their professional development and success within the firm
- Monitor employee development and promote early intervention where appropriate
- Promote clear communication among partners, associates, and staff
- Increase associate involvement in client and new business development
- Continue to integrate diversity into firm culture and to foster a supportive and inclusive environment for retention of diverse population
- Continuously evaluate and improve effectiveness of firm procedures for retaining our diverse population

## External Communication

Our goal is for our commitment to diversity to be an integral part of our firm's message.

- Share our diversity policy and practices with the legal community, including clients and potential recruits
- Increase visibility and external recognition of the firm's commitment to diversity in order to establish ourselves as a recognized leader on diversity issues
- Demonstrate to our clients and firm members our commitment to diversity
- Articulate and model to others, *e.g.*, clients, vendors, and agents, our expectation that they respect and support our commitment to diversity
- Leverage our commitment to strengthen client relationships, professional development and attorney recruiting

## Accountability

Our goal is to ensure consistent execution of the diversity plan at all levels of the firm and to evaluate its effectiveness.

- Implement mechanisms to hold the firm, the Diversity Committee, and each individual within the firm accountable for progress in diversity
- Include diversity-related activities and engagement in time keeping, evaluation, and compensation
- Expect each individual to articulate in their self-evaluation what he/she has done to advance diversity
- Expect each individual's professional development plan to articulate what he/she will do to advance diversity
- Expect each committee and practice group to integrate diversity into its professional and client development plans
- Expect each attorney to represent the firm at diversity-related events
- Systematically evaluate and improve effectiveness of firm procedures for retaining our diverse population
- Communicate regularly to the firm our diversity-related achievements, programs, and goals