

Managing Intellectual Property™

Best practice series: Diversity and inclusion

Managing IP's [Global Women in IP Network](#) engaged some of its members to discuss best practice around workplace diversity and inclusion.





Aileen Hitchins

Allen & Overy

Aileen Hitchins, Employment Lawyer

We know that many female lawyers (and increasingly male lawyers) face some tough choices when trying to juggle their career with a family. We hope that they will decide that, with the right support at home and at work, the juggle is achievable and worth it but we know that this isn't always the case.

Like most law firms we lose too many of our women when they are making decisions about starting or extending their families. With this in mind we joined with other employers to take part in the *She's Back* research conducted in partnership with the University of Edinburgh Business School which asked about the motivations of women on

career breaks. It told us that 70% of women who leave their legal careers do so for childcare reasons and 67% of those women would like to return to work now with a further 22% saying they would like to return in the future.

This prompted us to ask whether there was more we could do to re-engage women who have left the firm to take care of their families when they are ready to come back. We decided we could and, in a ground-breaking move for the legal sector, we will be launching our first *I'm Back: UK Return to Law Programme* in October 2015.

This programme is for A&O alumni who have been out of the law for 3-10 years and want to restart their legal careers. It will encompass technical training, on-the-job development and personal support and mentoring with the potential to join our Peerpoint offering or even get a role with A&O at the end.

We are very excited about this programme. The returners will each bring with them a unique set of skills and perspectives based on their experience as lawyers, having had a career break and being a returner. We know the firm and its people will benefit hugely from attracting back some of the talent we have lost.



Lisa Meyerhoff

Baker & McKenzie

Lisa Meyerhoff, Partner, Kamleh Nicola, Partner and Stephanie Vaccari, Partner

As a global law firm, Baker & McKenzie's origins are rooted in the respect for and appreciation of different cultures; by extension, diversity and inclusion are concepts that are engrained in its DNA. Today, our firm's lawyers consist of a community that includes nearly every race, colour, gender, religion, ethnicity and sexual orientation.

Our firm strives to continuously improve both diversity and inclusion in the workplace and commits significant time and resources to do so. As part of its commitment, it formed a Global Diversity and Inclusion Committee, which has representatives from each of the firm's regions. This Committee has broad oversight for the strategic development and implementation of the firm's diversity activities and has developed policies, protocols and best practices to guide and support diversity activities firm-wide.

One of the Committee's global initiatives is its Global Gender Initiative, which has developed several global programmes, including a set of targets to continually increase women's involvement at the firm's highest levels. The Committee has set measurable objectives to guide our firm's efforts to make tangible progress in this area, analyses the firm's progress towards the targets and identifies specific actions for the following year. In addition, the Committee regularly brings thought leaders from around the world to interact with our attorneys about gender and diversity issues.



Kamleh Nicola



Stephanie Vaccari

Mother magazine. This has been a proud

On a regional level, our Women's Initiative in North America is comprised of and led by women partners who actively implement the global Committee's strategy. The North American region developed a formal coaching programme to aid in the retention and advancement of our women attorneys. Further, our North American offices offer both non-traditional and traditional flexible working arrangements to support lawyers who seek to effectively balance their personal and professional lives. For example, many women attorneys have been supported in the pursuit of flexible working arrangements to enable more time spent with family and the pursuit of other personal obligations and goals. In addition, our North American region recently adjusted its family leave policies to extend the period of paid leave for both primary and secondary caregivers.

As a result of our efforts, our firm has been named one of the 'Best Law Firms for Women' for the fourth consecutive year by Working Mother magazine. This has been a proud achievement and one that is widely celebrated throughout the firm.



DeAnna Allen

strengthen the firm through diversity and inclusion. As a result, our initiatives are multi-faceted and impact areas such as recruiting and retention, personal brand development, sponsorship, relationship building, and internal/external communications.

Diversity and inclusion at Cooley are rooted in developing positive relationships that work their way up, down and across the firm, step-by-step, day-by-day through leadership, open dialogue, self-awareness, mutual respect, and determination. We believe that each step we take on this journey moves us forward as individuals and as a firm.

Cooley

DeAnna Allen, Partner

As Chair of Cooley's Diversity Committee, I can say with pride that Cooley views diversity and inclusion as integral to its culture, as well as to its efforts to leverage human talent and enhance its competitiveness. Cooley is built on a one-firm philosophy whereby we support one another for the benefit of the firm and its clients. This philosophy derives from respecting one another's similarities and differences. We value the diverse experiences and perspectives that we each bring to the table, and we recognise that meaningful inclusion enables us to more fully reap the rewards attendant to diversity.

The Diversity Committee works closely with the firm's Management Committee and Legal Talent department to develop strategies that



Linda Thayer

Finnegan, Henderson, Farabow, Garrett & Dunner

Linda Thayer, Partner

Finnegan offers a work environment of respect and inclusion for all employees, which comprises individuals from many backgrounds. Having diversity within our walls allows us to offer creative, multi-faceted perspectives to our global client base, as well as enhancing the welcoming culture of the firm.

Intellectual property is an area of law often challenged with attracting and retaining women and minorities. Finnegan practices solely IP law; yet, the firm consistently ranks above national averages with respect to women and minority talent, owing in no small part to its supportive infrastructure and targeted recruiting at diversity events and career fairs.

To sustain this success, Finnegan offers a number of programmes and mentoring that supplement the develop-

ment and promotion of all attorneys, especially our women, minority, and LGBT colleagues: The Learn-Enrich-Achieve-Progress (LEAP) training programme; Charting Your Own Course (CYOC) conference; Leadership Council on Legal Diversity (LCLD); LGBT Committee; and Women's Forum. The firm encourages attorney involvement in and offers generous financial support for bar and community organisations that show a strong commitment to diversity, such as the Hispanic National Bar Association, Minority Corporate Counsel Association (MCCA), National Asian Pacific Bar Association (NAPABA), AIPLA Women in IP Networking Events, ChIPs Women in IP, Just the Beginning Foundation, and SEED School.

I have spent my entire legal career at Finnegan, from summer associate to partner, and have enjoyed the benefits of its welcoming and nurturing environment that supported me, my career, and allowed me to pursue my goals. I am proud to work in a firm that is consistently recognised as one of the nation's top law firms for minorities and diversity.



Christine L. Lofgren

Toyota Legal One

Christine L. Lofgren, Managing Counsel

Toyota recognises that creating a more inclusive and diverse workplace that embraces different perspectives, ideas, and approaches helps us better serve our customers' needs and maintain our leadership in the marketplace. Driven by Toyota's guiding principle of 'Respect for People', our Toyota Legal One group in North America champions diversity and inclusion both internally and externally.

Internally, nearly 70 percent of our attorneys are women and over one-quarter belong to minority groups. Over the last few years, we have worked to become an even more diverse team by aligning legal functions over multiple offices in North America. To get to know each other better and celebrate our regional differences, our group has had recipe exchanges, potlucks, cook-offs, and other team building activities. We have also bonded through charitable activities such as fundraising, canned food drives, serving food in shelters, and pro bono legal work.

Externally, in 2014, we launched our outside counsel Partnering Programme that has helped us develop closer relationships with our outside counsel. We expect these outside firms to also make diversity and inclusion a priority, and we offer them training in the form of Best Practices workshops in addition to support in recruiting and staffing our matters with talented and diverse team members. We conduct annual evaluations so that our outside firms can report their achievements to us and we can provide them with feedback in areas including diversity and inclusion. We also implemented an eBilling system that allows us to track the percentage of work performed by timekeepers that our outside counsel firms identify as diverse. This helps keep all of us accountable toward our mutual goal of creating an even more inclusive and diverse workplace.

While Toyota is already recognised among the top companies for diversity and inclusion, the legal team thinks every day about how we can continuously improve.