

JONES
DAY®

ONE FIRM
WORLDWIDE®



DIVERSITY

LEVERAGING OUR CULTURE OF INCLUSION



STEPHEN J. BROGAN

Managing Partner

We are a global institution that transcends national boundaries in our devotion to the advancement of the rule of law. The Firm is a professional endeavor premised on the belief that the major economies and civilizations of the world are rooted in the same or similar principles of law and justice. Moreover, it is a lawyer's skill in articulating those principles of law and justice that will protect the client. It will also make the authentic development of the rule of law a driving, positive force in the ongoing and inevitable process of globalization.

Within the Firm and in our relations with our clients, past rules of distance and difference no longer apply as important people and clients in our lives are spread across and amongst vast geographic, racial, ethnic, and multicultural characteristics. We see commonality and strive for unity of purpose in fulfilling the longstanding principles and values upon which the Firm has been built and which are set forth on the back cover.

We reject and fight biases and prejudices that have hurt or unfairly hindered so many. The work of the Firm has taken on a worldwide dimension, and it has broadened our opportunities and our responsibilities to serve our clients, to strengthen our Firm, to be a leader in the profession, and to contribute to advancement and development in the world. We are very blessed, and we try to share our good fortune and talents with and for others. We look forward to opportunities to work with you in common cause.



YVETTE MCGEE BROWN

Partner-in-Charge of Diversity, Inclusion, and Advancement

Diversity at Jones Day is not only enthusiastically endorsed, but diligently pursued. Diversity makes us better and helps us deliver the service our clients expect. By mentoring and promoting women, people of color, members of the LGBTQ+ community, and those who are physically challenged, we leverage the unique strengths and experiences of an exceptionally talented group of lawyers, while improving the atmosphere of our Firm.

Our lawyers come from all over the world. Jones Day has 43 offices in 18 countries on five continents.

Jones Day lawyers are citizens of 49 nations. They speak 56 languages. They were trained in scores of

law schools. They have served in the military, in government, in the judiciary, in academia, and in corporate offices. They truly reflect the entirety of the human race.

Diverse leaders who serve as genuine role models is not an aspiration at Jones Day. Notably, 14 of our 22 office and regional leaders in the United States, and 29 of our 49 office and regional leaders worldwide, are women and/or lawyers of color.

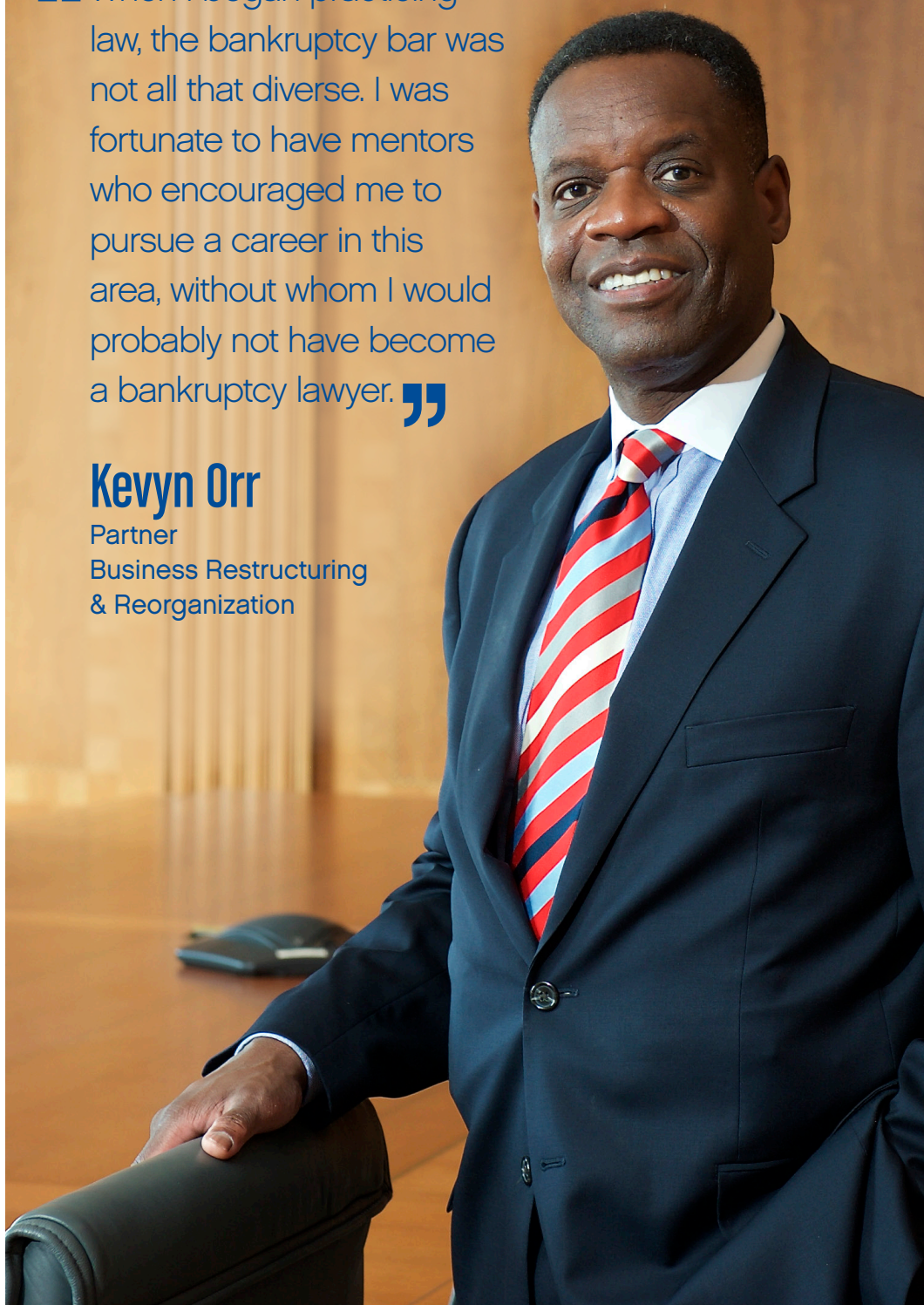
We are proud of our accomplishments, and we remain unwaveringly optimistic about the Firm because of our people, who allow us to tap the true potential of our global organization.

Thank you for your interest in Jones Day. Please visit www.jonesdaydiversity.com to learn more about our story and our people.

“When I began practicing law, the bankruptcy bar was not all that diverse. I was fortunate to have mentors who encouraged me to pursue a career in this area, without whom I would probably not have become a bankruptcy lawyer.”

Kevyn Orr

Partner
Business Restructuring
& Reorganization



BENEFITING CLIENTS BY LEVERAGING THE COMBINED STRENGTHS OF EXCEPTIONAL LAWYERS FROM DIVERSE BACKGROUNDS.

Jones Day promotes an atmosphere where a lawyer's strengths and potential for success are consistently matched with opportunity.

RESULTS-FOCUSED CASEWORK ON PROMINENT MATTERS

From 18 U.S. offices and an additional 25 offices around the world, Jones Day's 2,500 lawyers advise nearly half of the *Fortune* 500-listed companies on virtually every type of legal matter potentially impacting the modern national or multinational corporation.

Recent high-profile matters entrusted to Jones Day include British American Tobacco's \$49 billion acquisition of Reynolds American Inc.; Peabody Energy's exit from chapter 11 in less than one year; and SAS Institute's game-changing Supreme Court win.

AWARDS AND RECOGNITIONS

A global law firm that continually strives to exceed our own high standards, Jones Day is consistently praised by clients, acknowledged by peers, and commended by industry groups and publications. Recent acclamations for the Firm include the following:



The *BTI Litigation Outlook 2018* named Jones Day one of the "Fearsome Five" (formerly the "Fearsome Foursome"); the law firms clients would least like to see as opposing counsel. This is the sixth consecutive year we received this recognition.



Since 2000, Jones Day has been No. 1 for number of M&A deals worldwide each quarter since 2000 (Thomson Reuters and Bloomberg).



Jones Day ranked No. 1 in The BTI Consulting Group's 2018 "Client Service A-Team" and "Brand Elite" surveys, the second straight year we were awarded these honors.



Law360's 2018 Glass Ceiling Report named Jones Day one of the industry's "Best Law Firms For Female Attorneys" and a firm that is "breaking down barriers and forging a path to a more diverse working environment."



“ Jones Day lawyers share one set of professional values, which includes an appreciation for how different backgrounds and perspectives help us to provide the highest level of client service. ”

Jamila Hall

Partner
Investigations &
White Collar Defense

WHERE SAMENESS IS NOT THE NORM AND INCLUSION IS NOTHING NEW.

Jones Day allows all lawyers the opportunity to thrive. New associates can find leaders throughout the Firm with whom they share similar backgrounds and experiences. Women make up more than one-third of the Firm's Advisory Committee, and three lawyers of color lead Firmwide practices.

THE FIRM OF CHOICE FOR GOVERNMENT LEADERS AND SUPREME COURT CLERKS

Jones Day remains a destination firm for outstanding legal talent, including former U.S. Supreme Court clerks. Over the past six years, the Firm has hired, directly following their time on the U.S. Supreme Court, a total of 44 SCOTUS clerks, diverse in gender, age, race, ethnicity, political perspective, and geographic location. Forty-three former Supreme Court clerks and 170 former federal appellate law clerks currently practice at Jones Day, with 16 Firm lawyers arguing 32 cases over the past 10 Supreme Court terms.

Many Jones Day lawyers have left the Firm for a few years to take leadership positions in various government agencies and then return, increasing the breadth of knowledge and experience we offer clients and young lawyers.

PIPELINE

Jones Day has a strong commitment to growing the pipeline of diverse lawyers entering the profession. In March 2018, we hosted our third annual Perspectives & Pathways Diversity Conference for first-year law students. We are also the largest law-firm partner of the Sponsors for Educational Opportunity (SEO) program, with pre-law fellows interning in nine of our U.S. offices as well as London.

Jones Day is a founding member of the Leadership Council on Legal Diversity (LCLD) and participates actively in many of its mentoring and networking initiatives for diverse lawyers at all stages of their careers.



“As an LGBTQ+ community member, I understand the importance of practicing at a firm that welcomes all. As a driven individual, I appreciate the value of a firm that supports each lawyer’s long-term success. Our firm does both.”

Daniella Vespoli

Associate
Mergers & Acquisitions

WHERE LAWYERS UNDERSTAND THAT DIVERSITY HELPS US PROVIDE THE HIGHEST LEVEL OF CLIENT SERVICE.

Jones Day's commitment to diversity doesn't stop with recruitment. In the U.S., 12 of our 18 offices are led by women and/or diverse lawyers. Globally, 29 of our 49 office and regional leaders are women and/or lawyers of color.

AFFINITY GROUPS

Jones Day's office-level and Firmwide affinity groups are composed of individuals who come together on the basis of shared experiences or backgrounds to provide support, training, and networking opportunities. They include:

WOMEN

Jones Day's Firmwide Women's Affinity Group supports the retention, development, and progression of our women lawyers and leaders. The group invites broad participation from women in all offices and brings women lawyers together for mentoring, networking, and career development opportunities devoted to promoting the interests and progress of women. During quarterly conference calls, members share ideas, concerns, and programming materials.

LGBTQ+

Jones Day is committed to diversity and to the development and advancement of all of our lawyers, including our LGBTQ+ lawyers. We support various advocacy organizations as well as the many Firmwide and local initiatives spearheaded by Jones Day partners and associates around the globe. Jones Day established the LGBTQ+ Affinity Group to coordinate these efforts across all offices. The group holds quarterly calls where LGBTQ+ lawyers and colleagues are invited to discuss activities, LGBTQ+ issues, and business development events in their local offices or regions.

BLACK LAWYERS

Jones Day's Black Lawyers Affinity Group supports the Firm's larger diversity efforts as well as client development opportunities by helping to: (1) attract; (2) retain; and (3) promote black lawyers at the Firm. The group, which meets quarterly by conference call, focuses its efforts on creating an informal infrastructure to support cross-office and Firmwide networking, mentorship, and collaboration.

“At Jones Day,
I’ve always felt
like my atypical
background
was an asset.”

Mahesh (Hesh) Parlikad

Partner

Financial Institutions

Litigation & Regulation



TYING INDIVIDUAL PASSION AND INCLUSION TO PROFESSIONAL DEVELOPMENT AND CAREER ADVANCEMENT.

As a firm, Jones Day devoted more than 150,000 lawyer hours to pro bono work in 2017. Our pro bono efforts continue to exceed conventional expectations. In May 2015, the Firm received *Chambers USA's* inaugural Diversity Award, in recognition of the online publication *Legal Recognition of Same-Sex Relationships*.

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A COMMITMENT TO INCLUSION AND ADVANCEMENT—AND A DEDICATION TO PRO BONO WORK

- **LAREDO.** Jones Day lawyers are representing mothers with children (as well as unaccompanied children) in well over 100 cases arising from the flood of refugees seeking asylum in the United States from violence in Central America. More than 150 lawyers from almost every U.S. office, and some international offices, are involved in this extraordinary team effort. In support of our commitment to the rule of law, the Firm continues to take on new cases and provide “know your rights” presentations.
- **VETLEX.** Jones Day has partnered with the American Bar Association and veteran-serving organizations across the country to solve the critical issue of matching veterans in need of legal services with lawyers willing to provide such services on a pro bono basis.
- **HATE CRIMES.** Jones Day's Hate Crimes Task Force unites our work to combat hate crimes and extremism with our work to promote peaceful protests. The mission of this task force is to use the Firm's resources to help social justice organizations educate individuals seeking to engage in peaceful protest as to their rights and responsibilities when engaging in demonstrations and to provide pro bono representation when legal issues arise in connection with that activity.
- **HUMAN TRAFFICKING.** Jones Day's Anti-Human Trafficking Task Force is active on a wide range of activities, from litigation on behalf of victims of trafficking, to partnering with the American Hospital Association on programs for healthcare providers, to developing best practices for diversionary court programs and providing training for clients on supply-chain issues.

LONDON OFFICE DIVERSITY AND INCLUSION SURVEY

(The questionnaire below is a requirement of, and wording is provided by, the Solicitors Regulation Authority)

1 Select one category which best describes your role in the firm.

(Reference to solicitors includes Registered European Lawyers and Registered Foreign Lawyers.)

- Solicitor partner (sole practitioner, member, or director) - Members or directors who are not solicitors should be recorded in the 'Managerial role' category below. 11.51%
- Solicitor (not Partner) - All other practising solicitors including assistant solicitors, associates or consultants. 26.62%
- Other fee earning role - Includes fee earners such as trainee solicitors, members of CILEx who are not Chartered Legal Executives (Fellows) or CILEx Practitioners and paralegals i.e. those who are not 'authorised persons'. 12.95%
- Role directly supporting a fee earner - Includes legal secretaries, administrators, legal assistants, or non-fee earning paralegals. 30.22%
- Managerial role - Includes non-lawyer managers, directors, or members and others such as practice managers, finance or account managers etc. 7.19%
- IT/HR/other corporate services role - Not an authorised person and not individuals in a managerial role - includes finance or accountancy roles. 6.47%
- Prefer not to say 5.04%

2 From the list of age bands below, please indicate the category that includes your current age in years:

- 16–24 9.29%
- 25–34 32.14%
- 35–44 20.71%
- 45–54 27.86%
- 55–64 7.14%
- 65+ 1.43%
- Prefer not to say 1.43%

3 Which gender do you identify with?

- Man 34.06%
- Woman 63.77%
- Prefer not to say 2.17%

4 Do you consider your gender identity to be different from your registered sex at birth?

- | | |
|---------------------|--------|
| • Yes | 0.72% |
| • No | 97.12% |
| • Prefer not to say | 2.16% |
-

5 The Equality Act defines a disabled person as someone who has a mental or physical impairment that has a substantial and long-term adverse effect on the person's ability to carry out normal day-to-day activities. If you have a condition which fits the Equality Act definition, please tick 'Yes' even if you are not limited by your condition.

Do you consider yourself to have a disability according to the definition in the Equality Act 2010?

- | | |
|---------------------|--------|
| • Yes | 2.86% |
| • No | 95.00% |
| • Prefer not to say | 2.14% |
-

6 Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

- | | |
|-------------------------|--------|
| • Yes, limited a little | 4.29% |
| • No | 93.57% |
| • Prefer not to say | 2.14% |
-

7 What is your ethnic group?

- | | |
|---|--------|
| • Indian | 2.84% |
| • Pakistani | 1.42% |
| • Any other Asian background | 0.71% |
| • African | 1.42% |
| • Caribbean | 2.13% |
| • White and Asian | 2.13% |
| • White and Black Caribbean | 1.42% |
| • Any other mixed/multiple ethnic background | 1.42% |
| • British/English/Welsh/Northern Irish/Scottish | 71.63% |
| • Irish | 2.84% |
| • Any other White background | 7.09% |
| • Prefer not to say | 4.96% |

8 What is your religion or belief?

• No religion or belief/Atheist	43.88%
• Christian	42.45%
• Hindu	0.72%
• Jewish	1.44%
• Muslim	0.72%
• Sikh	0.72%
• Any other religion or belief	5.04%
• Prefer not to say	5.04%

9 What is your sexual orientation?

• Bi	2.16%
• Gay/lesbian	3.60%
• Heterosexual/straight	90.65%
• Prefer not to say	3.60%

10 What type of school did you mainly attend between the ages 11 and 16? If you changed schools, please base your answer on the last two years of your education.

• UK state run or funded school (selective on academic, faith or other grounds)	16.31%
• UK state school (non-selective)	46.81%
• UK independent/fee-paying school (bursary)	3.55%
• UK independent/fee-paying school (no bursary)	13.48%
• Attended school outside the UK	14.18%
• Other	0.71%
• Prefer not to say	4.96%

11 What is the highest level of qualifications achieved by either of your parent(s) or guardian(s) by the time you were 18?

• At least one has a degree level qualification	40.71%
• Qualifications below degree level	22.14%
• No formal qualifications	19.29%
• Don't know	9.29%
• Prefer not to say	8.57%

12 Thinking back to when you were aged about 14, which best describes the sort of work the main/highest income earner in your household did in their main job?

• Modern professional occupations such as: teacher/lecturer, nurse, physiotherapist, social worker, welfare officer, artist, musician, police officer (sergeant or above), software designer	16.31%
• Clerical and intermediate occupations such as: secretary, personal assistant, clerical worker, office clerk, call centre agent, nursing auxiliary, nursery nurse	4.96%
• Senior managers and administrators usually responsible for planning, organising and co-ordinating work and for finance such as: finance manager, chief executive	18.44%
• Technical and craft occupations such as: motor mechanic, fitter, inspector, plumber, printer, tool maker, electrician, gardener, train driver	14.89%
• Semi-routine manual and service occupations such as: postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, receptionist, sales assistant	4.26%
• Routine manual and service occupations such as: HGV driver, van driver, cleaner, porter, packer, sewing machinist, messenger, labourer, waiter/waitress, bar staff	7.80%
• Middle or junior managers such as: office manager, retail manager, bank manager, restaurant manager, warehouse manager, publican	2.84%
• Traditional professional occupations such as: accountant, solicitor, medical practitioner, scientist, civil/mechanical engineer	12.77%
• Long term unemployed (claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year)	2.13%
• Other	6.38%
• Don't know	2.13%
• Prefer not to say	7.09%

13 Are you a primary carer for a child or children under 18?

• Yes	26.24%
• No	71.63%
• Prefer not to say	2.13%

14 Do you look after or care for someone with long term physical or mental ill health caused by disability or age (not in a paid capacity)?

• No	90.07%
• Yes, 1–19 hours a week	4.96%
• Yes, 50 or more hours a week	0.71%
• Prefer not to say	4.26%

OUR FOUNDATION VALUES

INTEGRITY, both individually and institutionally, in dealings with our clients, the courts, our adversaries, and among ourselves;

A sense of **PERSONAL ACCOUNTABILITY** for every decision, judgment, and action on behalf of our clients or the Firm;

A level of **COMPETENCE** which is marked by creativity and judgment that makes the quality and value of our services distinctive, and which our lawyers will enhance by continued professional growth;

A **DEDICATION** to our clients' interests and an **INTENSITY OF EFFORT** that distinguish our lawyers from others in the profession;

An **INDEPENDENCE** which does not detract from dedication to the interests of our clients, but which always enables us to determine and to advise what is in the best interests of our clients;

COURAGE in representing our clients in hostile and sometimes individually threatening environments;

An **UNDERSTANDING** of our clients that makes us more sensitive to their concerns and objectives and a **DISCIPLINE** that makes us more responsive to their needs;

A **DETERMINATION** to provide quality legal services to our clients with real efficiency and within an organization structured to facilitate, rather than impede, the achievement of these objectives;

A true **UNITY OF PURPOSE** among our lawyers which places the welfare of our clients and the Firm above that of any practice, region, office, or individual; and

COMMITMENT to this Firm as a professional endeavor, composed of people who have the same professional values and aspirations, the most important of which are contained in these principles.

ONE FIRM WORLDWIDE®

AMSTERDAM	DALLAS	LOS ANGELES	NEW YORK	SILICON VALLEY
ATLANTA	DETROIT	MADRID	PARIS	SINGAPORE
BEIJING	DUBAI	MELBOURNE	PERTH	SYDNEY
BOSTON	DÜSSELDORF	MEXICO CITY	PITTSBURGH	TAIPEI
BRISBANE	FRANKFURT	MIAMI	SAN DIEGO	TOKYO
BRUSSELS	HONG KONG	MILAN	SAN FRANCISCO	WASHINGTON
CHICAGO	HOUSTON	MINNEAPOLIS	SÃO PAULO	
CLEVELAND	IRVINE	MOSCOW	SAUDI ARABIA	
COLUMBUS	LONDON	MUNICH	SHANGHAI	