



A strong commitment to diversity, inclusion, and equity is fundamental at Fish & Richardson. Our mission is to promote a creative, respectful, and inclusive culture that values the diversity of people, experiences, perspectives, talents, and capabilities. We are continually evaluating, revising, and further developing our efforts to ensure that our firm, our clients, and our profession are embracing the creativity and innovation that come from different backgrounds and perspectives. Diversity in the legal profession has come a long way, but there is much more work to accomplish. As a leading global law firm, we believe it is our responsibility to set a high standard. Fish has instituted a variety of programs intended to attract and retain diverse attorneys and professional staff. We support and work side by side with organizations whose mission is to level the playing field so all may grow and thrive both professionally and personally.

– Peter Devlin, President and Chief Executive Officer

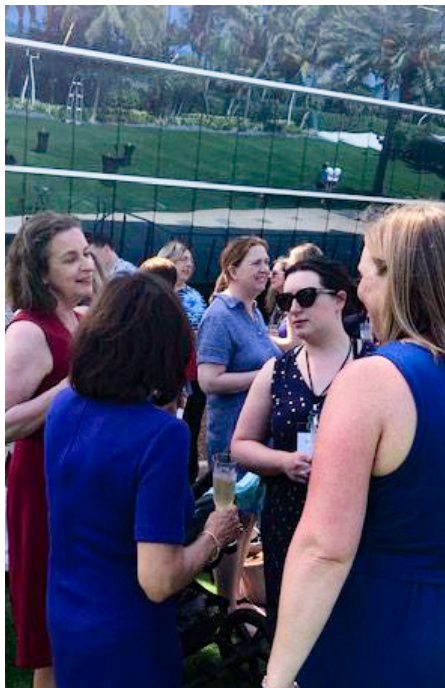
One of the great challenges law firms face is that there is little change at the top. Statistics show that despite all the efforts to diversify, the composition in the upper tiers of law firms hasn't really changed. There are still very few women and minorities in leadership roles, which means that typical decision makers haven't had the experiences diverse attorneys have had. It's important to note that the

industry is seeing progress at the associate level in terms of diversity, but retention and promotion of these individuals remains an industry-wide issue that needs to be fully addressed.

The advancement of women attorneys is of major importance to Fish. Many of the firm's women principals serve in high-level positions, and Fish invests in its younger women attorneys by providing skills and leadership

training. Betty Chen, the agent of change featured here, is a Fish success story. She joined the firm as a young attorney, has risen rapidly, and currently serves as a trial attorney and firmwide hiring principal. Betty also tirelessly works as a community advocate.

Several of Fish's diversity and inclusion initiatives are focused on building a leadership pipeline of women. The firm is dedicated to employing the Mansfield Rule: For



every leadership position, the firm considers a slate of candidates made up of at least 30 percent women and minority candidates. The EMPOWER initiative positions women for success, and its LEAD program encourages women in law and business to build communities. Each year, women principals from Fish participate in the Leadership Council on Legal Diversity, which provides powerful leadership training. And the firm's involvement in the OnRamp program helps women reenter the workplace. These are just a few examples of how Fish is working toward women playing an equal role in leadership.



Betty Chen, *Principal*

Her Credentials: JD, University of Texas Law School; BS, business, University of Southern California

Her Philosophy: I believe actions speak louder than words, and that it's important to ensure that diverse attorneys have a meaningful and substantive role in cases.

In 2019 Fish held a record three LEAD events in Silicon Valley, Houston, and Boston that brought together more than 100 women. One of the firm's signature programs, LEAD (Leadership through Enrichment, Action, and Diversity), develops opportunities for the firm's women attorneys to build communities. Fish also implemented structured interviews with unconscious bias training for all entry-level positions. Structure allows for consistency in the way the firm evaluates candidates and gives each candidate a more equitable platform.

The firm's Diversity & Inclusion strategic plan for 2020 includes six key goals:

- Educating and engaging everyone at Fish on diversity and inclusion
- Embedding diversity and inclusion into all career development processes and procedures
- Increasing the percentage of individuals from diverse backgrounds in positions of leadership by continuing participation in the Mansfield Rule and hosting the EMPOWER Summit
- Increasing the percentage of individuals from diverse backgrounds in positions of responsibility
- Increasing the representation of individuals from diverse backgrounds at Fish