



An Open Letter to Law Firm Partners:

We are General Counsels and Chief Legal Officers of more than 170 companies. We represent public and private companies, start-ups, and non-profit organizations. Our businesses span industries from advertising to technology, business and consumer facing products and services to retail and manufacturing, healthcare to software, publishing to life sciences, and hospitality to financial services. We engage law firms to help us launch IPOs, safeguard customers' privacy and data protection rights, litigate "bet the company" suits, bring life-saving drugs to market, navigate challenging regulatory obstacles, and engage in high stakes mergers and acquisitions. Collectively, our companies spend hundreds of millions of dollars annually on legal services and we are committed to ensuring equality in the legal profession.

We expect the outside law firms we retain to reflect the diversity of the legal community and the companies and the customers we serve. We applaud those firms that have worked hard to hire, retain, and promote to partnership this year outstanding and highly accomplished lawyers who are diverse in race, color, age, gender, gender orientation, sexual orientation, national origin, religion, and without regard to disabilities. You and your firms have shown leadership by putting into place practices, policies, and priorities to ensure that a broad spectrum of attorneys are attracted to your firms, have a chance to demonstrate their talents, are able to successfully navigate both their professional and personal lives, and are rewarded for their exemplary performance. We believe that a diverse workplace is evidence that you have created an environment where all employees feel they belong and are accepted. We appreciate and acknowledge that effort and investment.

At the same time, we are disappointed to see that many law firms continue to promote partner classes that in no way reflect the demographic composition of entering associate classes. Partnership classes remain largely male and largely white. We have no doubt that these lawyers worked hard to earn partnership and deserve the success they have obtained at your firms. We also know that there are women, people of color, and members of the LGBTQIA community and others who are no doubt equally deserving, but are not equally rewarded. We are left to wonder if you and your partners value diversity enough to put into place programs to develop, promote, and retain talented and diverse attorneys. It is not enough to commit your firm to diversity during the recruiting process or to hire a diversity and inclusion officer and expect that person can effect change without the full commitment of each member of the firm. Instead, the reality is that you must consciously and personally invest in diversity and inclusion and interview, hire, mentor, support, sponsor, and promote talented attorneys who don't always look like you or share your background.

We, as a group, will direct our substantial outside counsel spend to those law firms that manifest results with respect to diversity and inclusion, in addition to providing the highest degree of quality representation. We sincerely hope that you and your firm will be among those that demonstrate this commitment.

Adeline C. Park, Vice President and General Counsel, PetVet Care Centers
Augusto P. Aragone, Executive Vice President, Secretary and General Counsel, Ingram Micro Inc.
Alexandra Letts, General Counsel, Anaqua
Alicia Moore, SVP Chief Legal and Administration Officer, Echelon Corporation
Allison Buchner, General Counsel, Dollar Shave Club
Allison Hoffman, Chief Legal Officer, Intersection
Allyson Willoughby, General Counsel, CareZone Inc.
Amanda Keton, General Counsel, Tides Network
Ambra R. Roth, Vice President, General Counsel and Secretary, MACOM Technology Solutions
Amie Peters, General Counsel and SVP, IP Licensing & Legal Affairs, Immersion Corporation
Amy Keating, General Counsel, Mozilla Corporation
Amy Keroes, General Counsel, Brit + Co
Andrew W. Kim, SVP Corporate Development, General Counsel and Secretary, NETGEAR, Inc.
Andy Dale, General Counsel, SessionM, Inc.
Anhthu Le, General Counsel, Ramar International Corporation
Anirma Gupta, General Counsel, Tanium Inc.
Anita Y. Hsu, SVP and General Counsel, MBK Real Estate Companies
Anjali Kumar, Co-Founder, The Justice Dept.
Anna L. Barry, SVP, General Counsel and Secretary, Jounce Therapeutics, Inc.
Anne F. Preston, SVP, General Counsel and Chief Ethics Officer, Saltchuk Resources, Inc.
Annemarie Tierney, Head of Strategy and General Counsel, Templum, Inc.
Asha Agrawal, Head of Legal, Scoop Technologies, Inc.
Avisheh Avini, Chief Legal Officer, Union Square Hospitality Group, LLC
Becca Polak, Chief Legal Officer of KAR Auction Services, Inc.
Ben Golden, General Counsel, TUNE, Inc.
Blake Tierney, General Counsel, Qualtrics
Brian Levey, Chief Business Affairs and Legal Officer, Upwork Inc.
Bridget Ausman, General Counsel, Enrollease Inc.
Brittany DeGan, rewardStyle, Inc.
Brooke Smarsh, General Counsel, Flow Commerce Inc.
Cary Chen, SVP & General Counsel, Recology
Caryn G. McDowell, SVP, General Counsel and Secretary, Revance, Inc.
Chris Carsen, General Counsel, Corel Corporation
Christine M. Garrison, SVP, General Counsel, EdgeCore Internet Real Estate
Christopher Sundermeier, General Counsel, Reputation.com, Inc.
Colin Sullivan, Head of Legal, Patreon, Inc.
Connie Chen, General Counsel, Compliance Officer & Secretary, Quotient Technology Inc.
Courtney Barton, WireWheel, Inc.
Courtney Browne, General Counsel, Birchbox, Inc.
Crystal Sumner, General Counsel, Blend Labs, Inc.
Dana DuFrane, General Counsel, The RealReal, Inc.
Dana Rosen, General Counsel, ALM Media
Danielle Merida, General Counsel, TaskRabbit
Darcy Manning, Chief Legal Officer, VP Finance & Secretary, DHC USA Inc.
David Fligor, General Counsel & Secretary, Adaptive Spectrum and Signal Alignment, Inc.
Debra A. Olson, Chief Legal Officer & Corporate Secretary, Cupertino Electric, Inc.
Devang Shah, General Counsel, ContextLogic, Inc.
Diane M. Peters, General Counsel, Creative Commons
Diankha Linear, Vice President, General Counsel & Corporate Secretary, Convoy, Inc.

Douglas McPherson, General Counsel, OpenX Technologies, Inc.
Dylan Marvin, General Counsel, Brandwatch
Elaine Divelbliss, General Counsel, Kargo Global, Inc.
Elaine F. Foreman, General Counsel, Topia Limited
Elaine F. Stein, General Counsel, TBWA Worldwide Inc.
Elise Zealand, General Counsel, Rising Ground
Elizabeth T. Duong, VP & General Counsel, Business & Staffing Solutions, ActOne Group
Emily Groden, General Counsel, The Alinea Group and Tock
Eric Cheung, General Counsel, Naspers Ventures
Eric Drattell, General Counsel & Chief Compliance Officer, Roostify Inc.
Erin Abrams, General Counsel, Via
Eve Chaurand, General Counsel, Callisto
Eve Wachtell, General Counsel, AltSchool, PBC
Fleur Knowsley, Acting General Counsel & Compliance Lead, Google Fiber Inc.
Gail D. Makode, SVP, General Counsel and Corporate Secretary, IES Holdings, Inc.
Galya Blachman, General Counsel, 5AM Ventures
Gizelle Barany, General Counsel, Marqeta, Inc.
Heidi Garfield, General Counsel, Shutterstock, Inc
Hilary M. Wandall, General Counsel and Chief Data Governance Officer, TrustArc Inc.
Hoyun Kim, Chief Legal & People Officer, ExecOnline, Inc.
Ira Lam, General Counsel, Forte Labs, Inc.
Irene Liu, General Counsel, Checkr Inc.
Irvin Tyan, General Counsel, AutoRABIT, Inc.
Jane Froyd, General Counsel, Flynn Restaurant Group LP
Janene I. Asgeirsson, Vice President, General Counsel, Acacia Communications, Inc.
Jarett Nixon, Head of Legal, ThousandEyes, Inc.
Jeanine Percival Wright, Chief Operating Officer and Chief Legal Officer, Simplecast
Jeanna C. Steele, General Counsel, Sunrun Inc.
Jennifer Dumas, General Counsel, Allen Institute for Artificial Intelligence
Jennifer Pileggi, SVP, General Counsel & Secretary, Zuora, Inc.
Jeremy Strauss, Vice President and General Counsel, NEC Corporation of America
Jessica J. Marquez, VP, General Counsel, Chief Compliance Officer, CHRO - Hy Cite Enterprises LLC
Jessica Zhou, Chief Legal Officer, MetricStream Inc.
Jill Simeone, General Counsel & Secretary, Etsy, Inc.
Joyce E. Johnson, General Counsel, Chief Legal Officer and Secretary, Addivant USA, LLC
Judi Otteson, VP, General Counsel and Chief Compliance Officer, NeoPhotonics Corporation
Julie Hwang, General Counsel and Secretary, Prosper Marketplace, Inc.
Julie Kinch, SVP, Chief Legal Officer, Heineken USA, Inc.
Karen Lorenzo, General Counsel & EVP Business Affairs, Tribeca Enterprises LLC
Karla L. Jarvis, SVP, General Counsel & Secretary, The Rockport Company, LLC
Kate Henningsen, SVP & General Counsel, Arcadia Power
Katherine G. Minarik, General Counsel, cleverbridge
Kathleen B. Patton, Senior Vice President and General Counsel, CarGurus, Inc.
Kathy L. Hibbs, Chief Legal and Regulatory Officer, 23andMe, Inc.
Kathy Leo, Chobani Global Holdings, LLC
Katy Motiey, Chief Administrative Officer & General Counsel, Extreme Networks, Inc.
Kelly M. Conway, General Counsel, Linden Research, Inc.
Kevin Vosen, Chief Legal Officer, Waymo
Kirsten Mellor, General Counsel, Udacity, Inc.

Kristin Sverchek, General Counsel, Lyft, Inc.
L. Scott Askins, General Counsel, Kabbage, Inc.
Laura Malinasky, Chief Legal Officer, Planet Labs Inc.
Lauren Neiswender, General Counsel, Blue Nile, Inc.
Lauren S. Fisher, Chief Legal Officer, Vox Media, Inc.
Lauren Segal, General Counsel, The 3% Movement
Laurie A. Poulos, VP, General Counsel and Chief Compliance Officer, TRANZACT
Leah Goldberg, General Counsel, East Bay Community Energy
Leah Shough, General Counsel, JustAnswer
Lily Toy, VP of Legal, Dialpad, Inc.
Lily Yan Hughes, Senior Vice President, Chief Legal Officer & Corporate Secretary, Public Storage
Lina Brenner, SVP Legal, Nurx
Linda Selker, VP, Head of Legal, Quantstamp, Inc.
Lisa Anastos, General Counsel, Payfone, Inc.
Liz Simon, General Counsel & VP, External Affairs, General Assembly
Liza Kostinskaya, Head of Legal, Gusto
Lora D. Blum, Senior Vice President, General Counsel & Secretary, SurveyMonkey, Inc.
Lori Sinanyan, General Counsel, HatchBeauty Products and Chinese Theatre
Louis Willacy, General Counsel, Tari Labs
Lucas Huizar, General Counsel, CircleUp Network Inc.
Lynn A. Whitcher, General Counsel, Md7
Margo M. Smith, Chief Legal Officer, Snowflake Computing, Inc.
Mariah Panza Garcia, General Counsel & Chief Legal Officer, Conco
Marina Gracias, General Counsel, Varo Money, Inc.
Mark Liu, General Counsel, AppDirect
Marty Collins, SVP & General Counsel, QuinStreet, Inc.
Matt Gipple, General Counsel, Cruise Automation
Matthew A. Forkner, General Counsel, Pluralsight, Inc.
Maureen A. Sheehy, General Counsel, Chan Zuckerberg Biohub
Meredith Lazarus Smith, General Counsel, STASH
Michal Rosenn, General Counsel, Expa
Michelle Fang, Chief Legal Officer, Turo Inc.
Michelle Paulson, General Counsel, [redacted], Inc.
Mitchell Bompey, General Counsel, Addepar, Inc.
Molly Grovak Abraham, General Counsel, Kitty Hawk Corp.
Monique Ho, General Counsel, Moogsoft Inc.
Myra Pasek, General Counsel and Secretary, Ouster, Inc.
Nancy Gardner, Chief Legal Officer, S&P Global Ratings
Nancy J. Laben, EVP, Chief Legal Officer and Secretary, Booz Allen Hamilton
Natasha Cupp, General Counsel and Secretary, Ladder Financial Inc.
Nicky Espinosa, General Counsel, Chief Ethics & Compliance Officer, HeartFlow, Inc.
Nicole Campbell, Chief Legal Officer, App Annie Inc.
Nicole Linda Kelsey, General Counsel and Secretary, Amyris, Inc.
Nishat Ruitter, General Counsel, TED Conferences, LLC.
Olga Rodstein, Head of Legal, Electric Imp, Inc.
Olga V. Mack, Vice President of Strategy, Quantstamp, Inc., Founder of Women Serve on Boards, and former General Counsel of ClearSlide, Inc.
Peter Dvoskin, Senior Vice President, Strategic Development & General Counsel, U.S. News & World Report

Raj Aji, SVP, General Counsel and Chief Compliance Officer, Bill.com
Rebecca Eisenberg, independent GC, former GC of Reddit, Trulia, Flip Video, AdBrite and Vouch.
Rebecca Fine, General Counsel and Corporate Secretary, Athena Art Finance Corp.
Robert Mahnke, General Counsel of Fundbox
Robin Abrams, EVP, General Counsel, vTv Therapeutics/General Counsel, SIGA Technologies
Ruchi Kaushal, General Counsel, Cable & Wireless Communications
Sally Rau, General Counsel, Cambium Networks
Samantha Harnett, SVP and General Counsel, Eventbrite, Inc.
Sangeetha Raghunathan, General Counsel, Indiegogo
Saria Tseng, VP Strategic Development, General Counsel and Corporate Secretary, Monolithic Power Systems, Inc.
Scott Robert Shipman, Chief Legal Officer, AppLovin Corporation
Shalini Swaroop, General Counsel, Marin Clean Energy (MCE)
Sharon Carmeli, General Counsel & Chief Compliance Officer, Bluevine Capital Inc.
Sharon Segev, Chief Business Affairs & Legal Officer, Smule, Inc.
Sharon Zezima, General Counsel & Secretary, Pax Labs
Sherwin Chen, General Counsel & Secretary, Color Genomics, Inc.
Shirin Malkani, General Counsel & Head of Strategic Partnerships, Schireson Associates LLC
Sivan Whiteley, General Counsel and Corporate Secretary, Square, Inc.
Stephen A. Riddick, General Counsel and Corporate Secretary, Tenable Holdings, Inc.
Stephanie King, former SVP, GC of AdRoll, Inc.
Su-Jin Lee, VP and General Counsel, Popsugar Inc.
Sumeet Ajmani, General Counsel, Nova Credit Inc.
Susan Wiseman, SVP Legal and General Counsel, Braze, Inc.
Suzanne Law Marisa, General Counsel, OVHcloud
Suzy M. Lee, Vice President & General Counsel, Toshiba America Electronic Components, Inc.
Tanya Willacy, VP, General Counsel, ENGIE Storage
Thomas Chow, General Counsel & Secretary, PubMatic, Inc.
Tiffany L. Morris, General Counsel and VP of Global Privacy, Lotame Solutions, Inc.
Tom Lue, General Counsel, DeepMind
Tricia Timm, General Counsel, Looker Data Sciences, Inc.
Ulysses Hui, General Counsel, JDI Display America, Inc.
Yoko Miyashita, SVP, General Counsel, Getty Images, Inc.