

OVERVIEW

The Ice Miller Women's Retention Study (Study) was initiated by the Diversity & Inclusion Council and led by a Council-appointed Women's Retention Study Task Force (Task Force). The Study solicited feedback from both current and former Ice Miller women attorneys and principals on their experiences at the Firm and analyzed progression and attrition data for women overall and women of color.

The Study began in August 2019 with all women attorneys in the Firm being offered an individual, one-on-

one interview to gather feedback on their experiences at Ice Miller. Further, women attorneys who resigned from the Firm during the previous three years were also contacted to participate in an individual "post-exit" interview.

The Task Force analyzed the interview summaries, and three years of women attorney progression and attrition data in developing a series of recommendations to improve the Firm's ability to retain and advance women attorneys.

TASK FORCE MEMBERS

To advance this initiative, the Diversity & Inclusion Council formed a Task Force, which was comprised of the following team members:



Bill Barath
Partner
Columbus



Kristine Bouaichi
Deputy Managing Partner
Indianapolis



Heather James
Partner
Indianapolis



Alice Kelly
Partner
Chicago



Myra Selby
Partner
Indianapolis



Kristen Matha
Director of Diversity & Inclusion
Indianapolis

INTERVIEW PARTICIPATION STATISTICS

57%

CURRENT IM ATTORNEYS & PRINCIPALS

77%

FORMER IM ATTORNEYS

► icemiller.com/diversity-inclusion

INTERVIEW THEMES

Upon completing the interviews, the interview summaries were analyzed and coded based on themes. Outlined below is a summary of the top-mentioned interview themes as it relates to opportunities for improvement:

- Representation of women in partnership and leadership
- Career path options and internal career management
- Succession and billing partner credit processes
- Work allocation processes
- Developing internal relationships, networks, and mentor relationships

Further, outlined below is a summary of the top-mentioned interview themes as it relates to what respondents found most satisfying about their practice at the Firm:

- Challenging work and complex issues
- Sophisticated clients
- High levels of partner and client interaction
- Resources to do advanced work
- Our People

SELECT TASK FORCE RECOMMENDATIONS

Upon reviewing the interview comments and themes as well as the data analysis, the Task Force assessed a series of initiatives, which were informed by industry research, for addressing the challenges and opportunities connected to each theme.

Ongoing Initiatives that began in 2020

1. Develop equitable work allocation strategies

Ongoing Initiatives that began in 2021

1. Define career path options and develop a strategy to enhance Firm-level career management
2. Develop a strategy to further promote men's use of parental leave
3. Develop a roadmap to bolster our Women's Initiative network

Initiatives that will begin in 2022

1. Expand the Firm's current partner pay equity review process to include counsel
2. Increase transparency of client legacy team plans for more senior and retiring partners
3. Analyze billing/relationship/supervising partner credit and succession policies to evaluate the impact on women and racially and/or ethnically diverse attorneys

Completed Initiatives

1. Pursue Mansfield Rule 4.0 certification
2. Develop income partner criteria
3. Develop equity partner criteria
4. Evaluate and revamp flexible work policies
5. Hold a women of color forum to identify any additional strategies to support the retention and progression of women of color

PROGRESS IN LEADERSHIP REPRESENTATION

50%

OF OUR
MANAGING
PARTNERS ARE
WOMEN

45%

OF OUR
BOARD OF
DIRECTORS ARE
WOMEN

57%

OF OUR
OFFICE MANAGING
PARTNERS ARE
WOMEN

42%

OF OUR
PRACTICE GROUP
LEADERS ARE
WOMEN

As of June 21, 2021

CONCLUSION

Task Force believes that the recommendations will improve the Firm's ability to retain and advance women attorneys by bolstering our ongoing strategy of developing equitable talent management systems that drive transparency and level the playing field.