



Belong at Seyfarth

Inclusion and Diversity at Seyfarth





Our Strategic Pillars

We organize our work through four strategic pillars, providing a cohesive structure through which we continually assess firm processes for equity and inclusion, support talent from underrepresented groups, and supplement other firm programs for maximum impact.

Inclusive Talent Development	Inclusive Leadership	Integrated Systems + Processes	Internal + External Communities
<p>We embed inclusion with a diversity lens into all talent approaches, programs, and processes—every touchpoint of the employee lifecycle.</p>	<p>We develop leaders with inclusion competencies, accountability, and behavior change skills to ensure inclusive behavior is modeled for everyone.</p>	<p>We continually disrupt and minimize the impact of bias and cultural competency in our systems and processes, and create new policies where needed.</p>	<p>We partner with D&I organizations and our clients to provide resources for community and pro bono projects that focus on underrepresented groups where we live and work.</p>

Exemplar Initiatives:





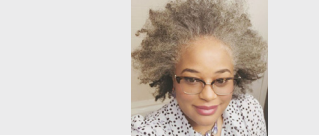

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Organized for Impact

Our I&D efforts are driven through a matrix organization to ensure multiple layers of collaboration, accountability, and cooperation at both the national and local level.

Our national efforts are led by Chief Inclusion & Diversity Officer Kori S. Carew, Esq. through the Office of Inclusion. Our Diversity & Inclusion Action Team (DIAT) is led by Kori, alongside our firm Chair Pete Miller and National Co-Chairs Laura Maechtlen and Gerald Pauling, with partnership and support from the firm’s Executive Committee.

Notably, three leaders of our National Diversity and Inclusion Action Team are also members of our firm’s seven-person Executive Committee.

Office of Inclusion	National DIAT Leadership		
			
Kori S. Carew, Esq. Chief Inclusion & Diversity Officer	Laura Maechtlen National DIAT Co-Chair	Pete Miller National DIAT Co-Chair	Gerald Pauling National DIAT Co-Chair
			
Justine Lewis National Senior I&D Manager	Margaret Odiko-Pim, MA, MBA National I&D Coordinator		

Diversity & Inclusion Action Team

In addition to our national leadership, six firm-sponsored affinity groups support collaboration and community within Seyfarth and national participation with leading affinity bar organizations. Each office also maintains a local DIAT leadership team, focused on supporting the local community and its inclusion and diversity efforts.

Affinity Group Leadership



Tamaron Houston
African-American (A+)
Affinity Group Chair



John Yslas
Hispanic Affinity Group Chair



Sam Schwartz-Fenwick
LGBTQ+ Affinity Group
Chair



Ellen McLaughlin
Seyfarth Women's Network
Chair



Loren Gesinsky
All Abilities Affinity Group
Chair



James Yu
Asian Affinity Group Chair



Jen Kraft
Seyfarth Women's Network
Vice Chair

Office DIAT Leadership



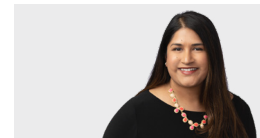
Kwame Benjamin
Atlanta



Mia Batista
Boston



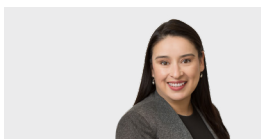
Eric Greenberg
Boston



Uma Chandrasekaran
Chicago



Tonya Esposito
Washington, DC



Emma Mata
Houston



Daniel Whang
Los Angeles



Jeff Wortman
Los Angeles



Tracee Davis
New York



Loren Gesinsky
New York



James Yu
New York



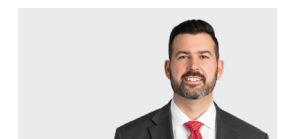
Sophia Kwan
Sacramento



Christian Rowley
San Francisco



Michael Stevens
San Francisco



Andrew Escobar
Seattle



Commitment to Anti-Racism

The twin tragedies of the COVID-19 pandemic and anti-Black racism, including the murder of George Floyd, put our inclusion, belonging, and diversity efforts front and center in 2020. Early on, Seyfarth took a vocal and visible stand against systemic racism, racial injustice, and racial inequity, led by our firm Chair and Managing Partner Pete Miller and our Chief Inclusion & Diversity Officer Kori S. Carew, Esq.

We communicated frequently and transparently throughout the year and into 2021, responding to anti-Black and anti-Asian racism, the insurrection at the US Capitol, anti-Semitic violence, and Islamophobia. Our messaging goals are to reaffirm and build on our core values and to model inclusive leadership.

Of particular interest to us is equipping each Seyfarthian with tools to better understand what is happening and why, to be inclusive within and outside the firm, and to disrupt problematic behavior, speech, and systems. We created toolkits and resource libraries to support empowerment within Seyfarth communities. The next three pages include more detail on some of our efforts from our Anti-Racism Action Plan.

Highlights of Our Anti-Racism Efforts

The firm hosted three town hall meetings to process the events, the underlying racial inequity, the resulting trauma, our roles as change agents and allies, and how we protect the inclusion and diversity we value. Each town hall was moderated by Seyfarth's Chief of Inclusion and Diversity, Kori S. Carew, Esq. and also included facilitated dialogue with Seyfarth employees on their personal experiences with race and racism. These events were open to both attorneys and professional staff, and they were also encouraged to invite friends, family, and clients. Our town halls had historic attendance, demonstrating the desire of Seyfarthians to be part of the national conversation on systemic racism, and to be a part of the change.

Town Hall Meeting Series

“The Unfinished Work on Race in America” with guest speaker **Priscilla Ocen**, a Professor of Law at Loyola Law School. Professor Ocen and a panel of Seyfarthians discussed the context and history of race in America, the experiences of Black and other racial minority communities, allyship, and anti-racist behaviors that dismantle racist systems.

Guest Speakers



Priscilla Ocen, Professor of Law at Loyola Law School, is an expert on the ways in which race, gender, and class interact.

“Using the Lens of Othering & Belonging for Lasting Change” with guest speaker **dr. john a. powell**, an expert in the areas of civil rights, civil liberties, and structural racism. Panelists explored why we shy away from tough subjects like white supremacy and racism. The framework of belonging and othering offers a path to understanding racism, including anti-Black racism, and how we can move forward.



dr. john a. powell is the Director of the Othering & Belonging Institute at the University of California, Berkeley.

“Race, Gender, Culture and Those Left Behind” with guest speaker **Michele Coleman Mayes**, Vice President, General Counsel and Secretary at The New York Public Library. In this panel, participants explored the intersection of race and gender, unpacking the way systemic racism impacts women of color, and how and why the legal profession has left women of color behind.



Michelle Coleman Mayes is the Vice President, General Counsel and Secretary of The New York Public Library.

Highlights of Our Anti-Racism Efforts (continued)

Check-Ins



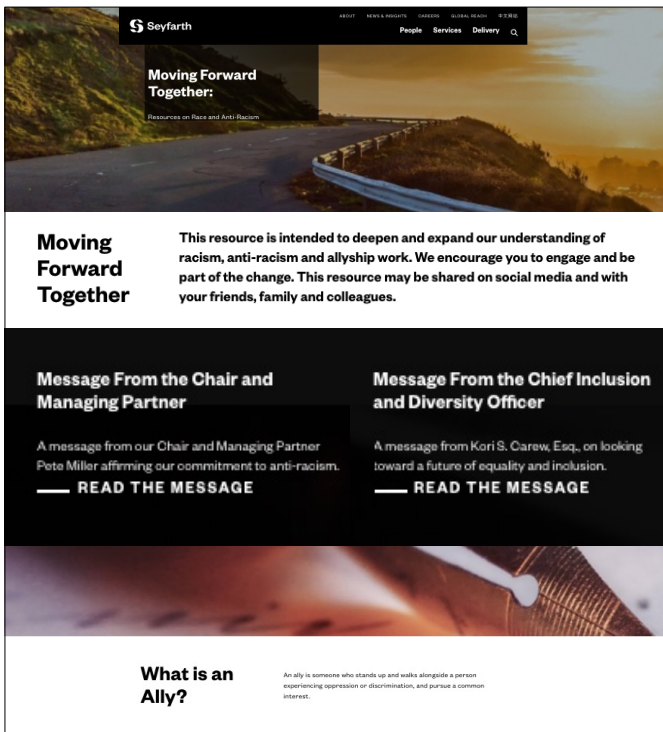
Dr. Angela Neal-Barnett is a national award-winning psychologist, professor at Kent State University, and leading expert on anxiety disorders among Black Americans.

Our first check-in for Black professionals was held shortly after the death of George Floyd. Dr. Angela Neal-Barnett, Director of Program for Research on Anxiety Disorders among African Americans Department of Psychology at Kent State University, led our Black professionals in dialogue to provide a safe space to facilitate healing and process trauma. These check-ins facilitated discussions on mores in our workplace and community, and continue quarterly. We also held a check-in for AAPI colleagues after the mass shooting in Atlanta in 2021 and the spate of Anti-Asian discrimination.

Anti-Racism Toolkits and Resources

Our Office of Inclusion distributed extensive materials to deepen and expand our understanding of systemic racism, anti-racism, and allyship work. These materials were made available on our firm intranet and on our firm website. We invited our people to share these materials with their friends, families, and clients.

Our public-facing resource center located on our firm website has been accessed thousands of times.



Highlights of Our Anti-Racism Efforts (continued)

I&D Open Forum

The firm hosted its first-ever Inclusion & Diversity Open Forum focused on race, anti-racism, racial justice and equity, and other aspects of inclusion, diversity, and belonging. In this internal-only forum, Seyfarthians were given the opportunity to ask questions about what the firm is doing in response to the social climate, race awareness, anti-racism efforts, pursuing equity, and our general firm inclusion and diversity efforts. I&D leaders and Executive Committee members Pete Miller, Laura Maechtlen, and Gerald Pauling addressed the firm alongside our CIDO. This event was part of our commitment to be transparent about how we move toward racial equity and advance a true culture of belonging and improved diversity.

Racial Justice Training

All seven members of the Seyfarth Executive Committee and all six Chiefs participated in a multi-part workshop series delivered over six months by external DEI consultant Pollyanna, Inc. We will be rolling out anti-racism training to other firm leaders in the future. Topics included:

- Building a Common Language on Race and Racism
 - Interrupting Microaggressions
 - Toward Antiracism in Firm Policies and Practices
 - Reducing the Impact of Bias on Decision Making
 - Race as a Social Construct
 - Understanding Institutional Racism
-

Law Firm Anti-Racism Alliance

Our Pro Bono and Inclusion & Diversity teams continually explore opportunities to collaborate on pro bono and community service projects. We played a key role in the formation of the Law Firm Anti-Racism Alliance, which leverages the resources of the private bar in partnership with legal services organizations to amplify the voices of communities and individuals oppressed by racism. As an ally member firm, we have committed to dedicate pro bono resources to initiatives that address systemic racism and acknowledge our ongoing responsibility to increase diversity, equitable access to opportunities, and inclusion of people of color within our firm. Our CIDO is co-vice president, and partner and EC member Laura Maechtlen serves on the advisory group.

Triad Mentoring Program

This formal program provides high-performing senior associates—with an emphasis on those from underrepresented groups (of color, women, LGBTQ+)—a mentor and sponsor drawn from firm leadership ranks. The triad structure provides associates with high-touch coaching and training designed to support their goals. It also builds relationships that last. The combination of the sponsor plus mentor has been successful in elevating associates to income partnership and providing them with the tools to then become equity partners.

Perspective from a Triad Participant



Tamaron Houston
Partner
Real Estate

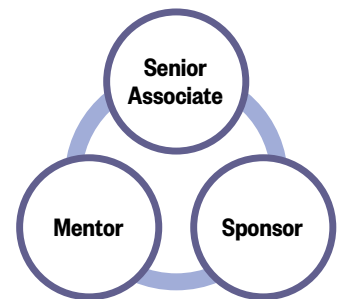
“Triad instantly connected me to people within the firm. I connected closely with my Triad cohort, and remain incredibly close to them today. They are the first people that I share my successes with and cross-market and pitch with. I was also able to form and develop deep relationships with the firm’s leaders. It was the first time that I actually considered what it would be like to lead. I felt seen and valued in a way that I never had before. Nothing says that you matter and that a firm is invested in you and your career as an associate more than every Executive Committee member knowing your name. Triad was a crash course into firm leadership and the program ignited my engagement in the firm and my desire to develop lasting relationships with my colleagues.”

100%

Participation to-date from the firm’s Executive Committee and Department Chairs

64%

Number of Triad program graduates have gone on to make partner



Mentors and sponsors are drawn from the Executive Committee, Compensation Committee, Partner Board, Office Managing Partners, or Department Chairs, ensuring visibility for high-performing senior associates from underrepresented groups.

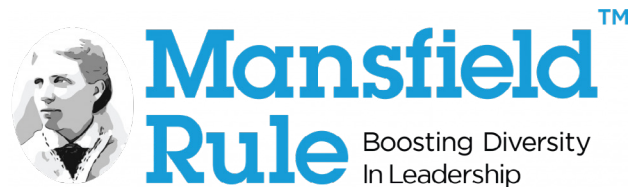
Rooney Presumption and Mansfield Certification

Rooney Presumption

Seyfarth is the first and largest US law firm to successfully adopt a version of the “Rooney Rule”—the NFL policy requiring every team with a head coaching vacancy to interview at least one racially or ethnically underrepresented candidate.

Called the “Rooney Presumption” at Seyfarth, we require that at least one diverse candidate is interviewed for each associate opening.

With the firm’s adoption of the Rooney Presumption, diverse hires among Seyfarth’s associates climbed to 44% the following year. This upward momentum continues with our participation in the Mansfield Rule.



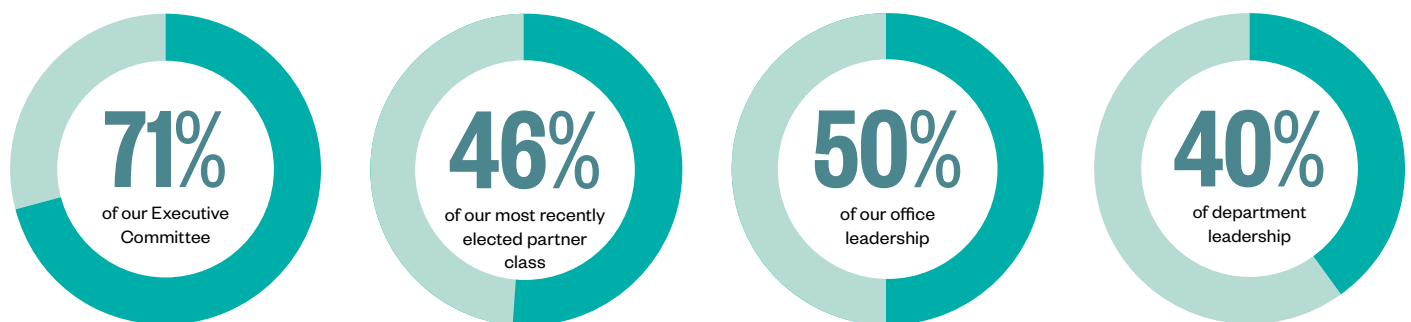
Mansfield Certification

Launched in 2018 as the result of a Diversity Lab hackathon with Seyfarth’s participation, the Mansfield Rule certification measures whether law firms have affirmatively considered women, attorneys of color, LGBTQ+ attorneys, and attorneys with disabilities for recruitment, governance roles, equity partner promotions, and inclusion in formal pitch presentations to clients.

Since its inception, Seyfarth has been a proud participant in Mansfield Certification, consistently exceeding the baseline requirements.

Each year the firm has also been among a smaller subset of firms which also earned “Plus” status, which indicates that Seyfarth has successfully reached at least 30 percent diverse lawyer representation in a notable number of its current leadership roles.

Diverse Representation in Leadership Roles



The Belonging Project

The Belonging Project is a national collaborative effort to support and build community among underrepresented law students, attorneys, and their allies to combat the impact of COVID-19 on diversity in the profession. It brings together legal industry partners to provide tools, resources, and programs to support the continuing personal and professional development of diverse legal talent.

Diverse law students and attorneys who engage with the project benefit from shared resources, including live videos, articles, podcasts, books, videos, and webinars with an emphasis on wellness and mental health, thriving as a diverse professional, professional development, personal development, and finding a job, all of which are conveniently housed in a curated resource center on our website.

Our partners include:

- ACC Foundation
- California Minority Counsel Program
- Corporate Counsel Women of Color
- Diversity and Flexibility Alliance
- Diversity Lab
- Hispanic National Bar Association
- Katten Muchin Rosenman
- The LGBT Bar Association
- Minority Corporate Counsel Association
- National Bar Association
- National Asian Pacific American Bar Association
- Ogletree Deakins
- South Asian Bar Association of North America
- Strategic Performance Group
- White and Case

The Belonging Project by the numbers:

>50

Educational Webinars Hosted

>75

Experts Engaged

>200

Volunteers

>600

Subscribers

>5,000

Attendees

More Initiatives

Inclusive Leadership Training

Our inclusive leadership development training focuses on barriers to retention and engagement, unconscious bias, and how the habits of inclusion translate into behavior. The training also discusses action items necessary for the advancement of people from underrepresented groups in the organization.

In 2019, over 350 partners received implicit bias, habits of inclusion, and diversity & retention training. Since 2020, Seyfarthians at every level have been trained on inclusive feedback, anti-racism, being an upstander, intersectionality, disability inclusion, LGBTQ+ inclusion, gender identity, and more.

Inclusive Leadership Competencies

This resource serves as a guide for leaders on inclusive leadership with concrete behaviors to operationalize the values we ask our leaders to exemplify. Categories of competencies are:

- Respect and value people different from themselves.
- Self-awareness.
- Understand the different dimensions of intolerance.
- Effective and respectful communication skills.
- Vocally and visibly advocate for inclusion and diversity.
- Advocate for the underrepresented.
- Influence others.
- Practice effective interpersonal skills.

Quarterly Diverse Talent Reviews

So no attorney from an underrepresented group “withers on the vine,” we conduct formal quarterly reviews to measure substantive work experience, productivity, organizational support, and visibility. This review is undertaken by the CIDO, Talent Development, Department Chairs, and the firm’s Chair and Managing

Partner. We look at work allocation and utilization for attorneys from underrepresented groups, alongside their personal development plans and goals, ensuring that those attorneys are receiving the substantive experience, and they are staffed on important client teams.

“All-In” I&D Commitment Plan

Our “All-In” Commitment Plan provides a comprehensive roadmap for engaging in I&D with more than 30 action items. This “All-In” Commitment Plan challenges each partner to demonstrate their individual commitment to I&D by completing at least 10 of those action items. Action items fall under the following categories:

- Enhancing the firm’s internal I&D efforts.
- Engaging and promoting the firm’s attorneys.
- Advancing I&D within the legal profession.
- Experiencing inclusion and diversity.

Seyfarth’s Ally Program

Seyfarth’s Ally Program is a program open to partners who want to engage and actively support Inclusion and Diversity initiatives at the firm through intentional action. Partners can join the program by signing the *Inclusion & Diversity Ally Pledge*. Allies receive a toolkit and pledge to:

- Openly identify as an Ally.
- Engage others to learn more about diverse perspectives and experiences.
- Commit to fostering an inclusive work environment.
- Promote the best in fellow attorneys and professional staff.
- Participate in DIAT events and initiatives.
- Demonstrate measurable support as an Ally on a quarterly basis.

Diversity Retreat

In the fall of 2021, the OID hosted the firm’s first ever virtual diversity retreat, “Meet Where We Are.” This important event brought together more than 100 BIPOC and LGBTQ+ attorneys at all levels of the firm, with firm leaders, including every member of the Executive Committee, and an impressive roster of industry leaders and clients. Sessions covered topics such as resilient careers, business, development, becoming a leader at Seyfarth, financial success, personal branding, and making partner.

The two-day event closed with an intimate session with firm leadership in which no topic was off limits. It was a time for networking and “straight talk.” We invited our attorneys to share what was on their minds in terms of their experiences at the firm, in the world, and with their careers at Seyfarth. This panel of firm leaders included members of the EC, Office Managing Partners, and Department Chairs, giving participants a unique opportunity to be heard. Participants enjoyed a unique virtual catered dinner with GCs, a time of fellowship, networking and connection with in-house counsel where they were able to engage them in significant and relevant communication.

Perspectives from a Participant



Jonathan Huie

“I was able to engage with members of the executive committee and other firm leaders on important topics affecting my career. It goes to show that the firm is very serious about its commitment to diversity and inclusion, and I felt very supported.”
– Jonathan Huie

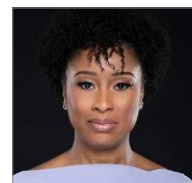
Retreat Sessions Included:

“Take Six: Hacking Our Opportunities with Habits”



Veta Richardson
ACC President & CEO,
Association of Corporate
Counsel (ACC)

“Living Your Best Life: Loving Yourself Enough to Be Well”



LaTanya Langley
Vice President, General
Counsel, and Corporate
Secretary, BIC®

“Personal Branding Strategies for Professional Success”



Paula Edgar
CEO, PGE Consulting LLC

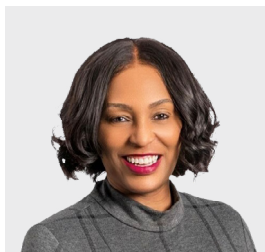
The Intersection of Inclusion and Well-Being

Seyfarth Life and Benefits

Seyfarth Life is a targeted effort to increase our organizational resiliency through a focus on well-being and performance. Seyfarth Life enables the firm to achieve the highest levels of client service and career satisfaction for all through individual development, innovative benefits and career paths, user-friendly technology solutions, and the cultivation of strong interpersonal relationships.

Through collaboration with Seyfarth Benefits, the firm has partnered with Spring Health, a mental health benefit offered to all firm personnel. Each time an attorney or professional staff member completes a confidential assessment, Spring Health uses that data to pinpoint the exact treatment plan that will help him/her/them feel better, faster. Additionally, our CISO and outside speakers have hosted a number of educational webinars for everyone at the firm, emphasizing the importance of wellness, and providing actionable tips for achieving better balance.

Meet Nicole Brown, Director of Benefits



What is the intersection of your role—and benefits more generally—with inclusion and diversity?

“It’s important that the benefits program reflects the needs of diverse employees in order to help cultivate a culture of inclusion and diversity. I stay current on drivers (e.g., health care disparities, child care needs, and family planning) that impact diverse employees and making recommendations to the firm’s leadership to implement programs to support them. My approach is innately through the lens of being a diverse employee. For me, it’s not just about responding to the current events, but impacting the well-being of employees in ways that are both immediate and long term.”

What role do the benefits Seyfarth offers play in creating a more inclusive organization?

“Elaborating on the last point, the benefits program at Seyfarth is integral to creating a more inclusive organization. In recent years, we have implemented paid parenting leave, diabetes care management, and free mental health therapy which are contemporary examples of programs which support employees across age, gender, identity, ethnicity, and culture.”

Building Community through Affinity Groups

Our Affinity Groups are active participants in building culture and connection throughout the firm through heritage celebrations.

In 2021 alone, our affinity groups launched six campaigns that included frequent educational content and communications, and guest speakers on inclusion and diversity topics. Our clients, friends, and families were invited to attend these events. Members of Seyfarth communities were also invited to submit pictures of themselves and their families. These are shared firmwide and are among the most visited pages on our firm intranet.

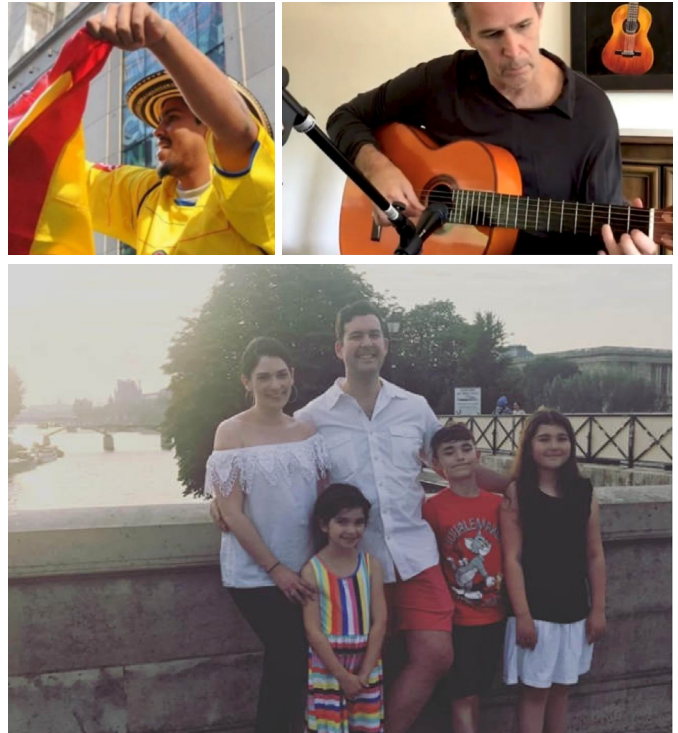
Heritage Month Celebrations:

- Black History Month
- LGBTQ+ PRIDE Month
- Hispanic Heritage Month
- Women's History Month
- National Asian American and Pacific Islander Heritage Month
- Disability Awareness Month

Pride 2021



Hispanic Heritage 2021



Partnering with Pro Bono & Philanthropy

Our Office of Inclusion and Diversity often partners with our Pro Bono and Philanthropy Department on community service and pro bono projects that will have the greatest impact. Below are four examples from 2021 which generated massive participation across the firm, and grateful messages from our chosen community service organizations.

Since 2020, we set a new goal to increase our pro bono work on matters of racial injustice. In 2021, we handled more than 180 pro bono matters, many of which dealt with racial injustice.

A+ Affinity Group

MLK Day of Service
Remote book drive with First Book to collect books with culturally inclusive characters.

Seyfarth Women's Network

Girl Up Global 5K
Continued a beloved tradition around the world with more than 100 participants.

All Abilities Affinity Group

Best Buddies Mock Interview Program
Worked with jobs program participants to hone remote interview skills.

LGBTQ+ Affinity Group

Pride Month Fundraiser for PFLAG
Raised more than \$5,000 for national support, education, and advocacy nonprofit.

2021 Girl Up Global 5K



Diverse in Leadership

The diversity of our leadership teams demonstrates our cultural commitment to inclusion, and helps us build multicultural competencies within the organization.

Of our seven-member Executive Committee, three are from racially and ethnically underrepresented groups, three are women, two are LGBTQ+, and two are Black. These Executive Committee members are also part of our Compensation Committee.

Partners from underrepresented groups hold office management leadership positions in eight of our US offices, including Boston, Chicago, Los Angeles, New York, Sacramento, Seattle, and Washington, DC.

Finally, two of our six Department Chairs are from underrepresented groups, leading a significant share of firm revenue and growth. Additionally, five of our six chief executives are women.

Executive Committee



Pete Miller
Chicago



Lorie E. Almon
New York



Laura J. Maechtlen
San Francisco



John P. Napoli
New York



Gerald Pauling
Chicago



Katherine E. Perrelli
Boston



Nicholas J. Waddles
Los Angeles

The numbers:

9 OF 18

US Office Managing Partners are from underrepresented groups

2 OF 6

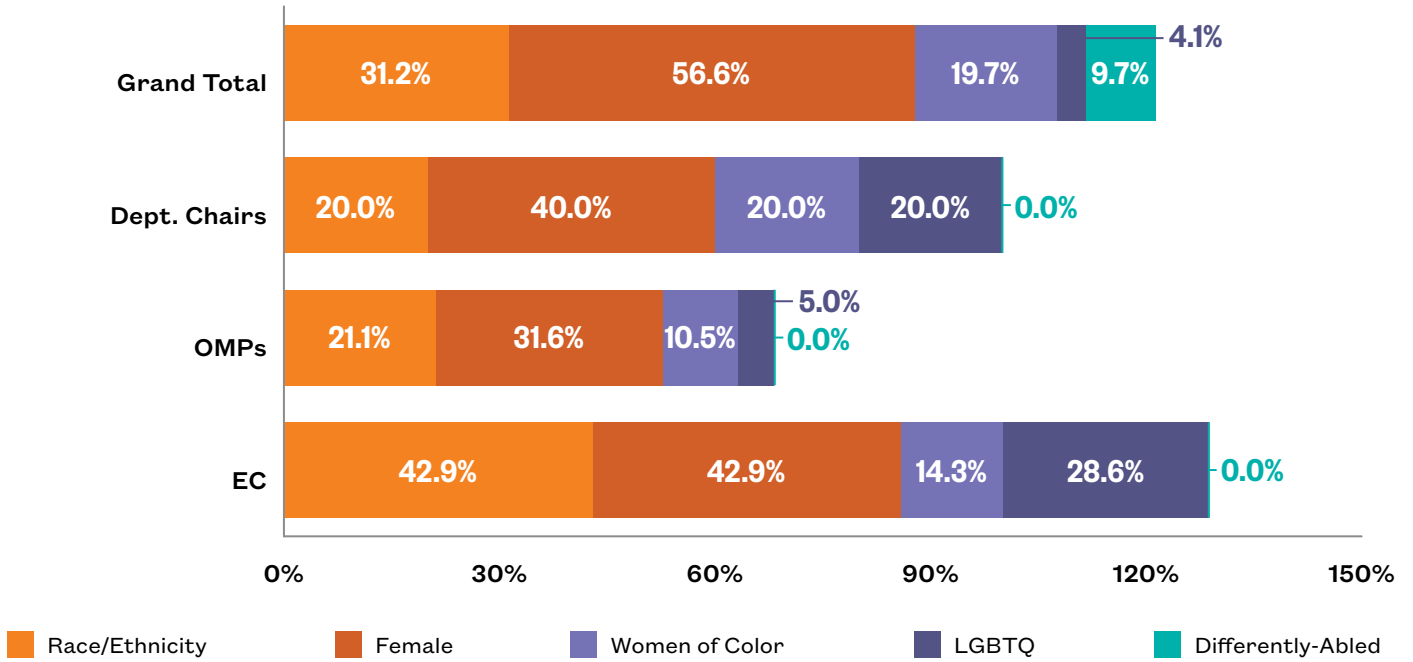
Department Chairs are from underrepresented groups

5 OF 6

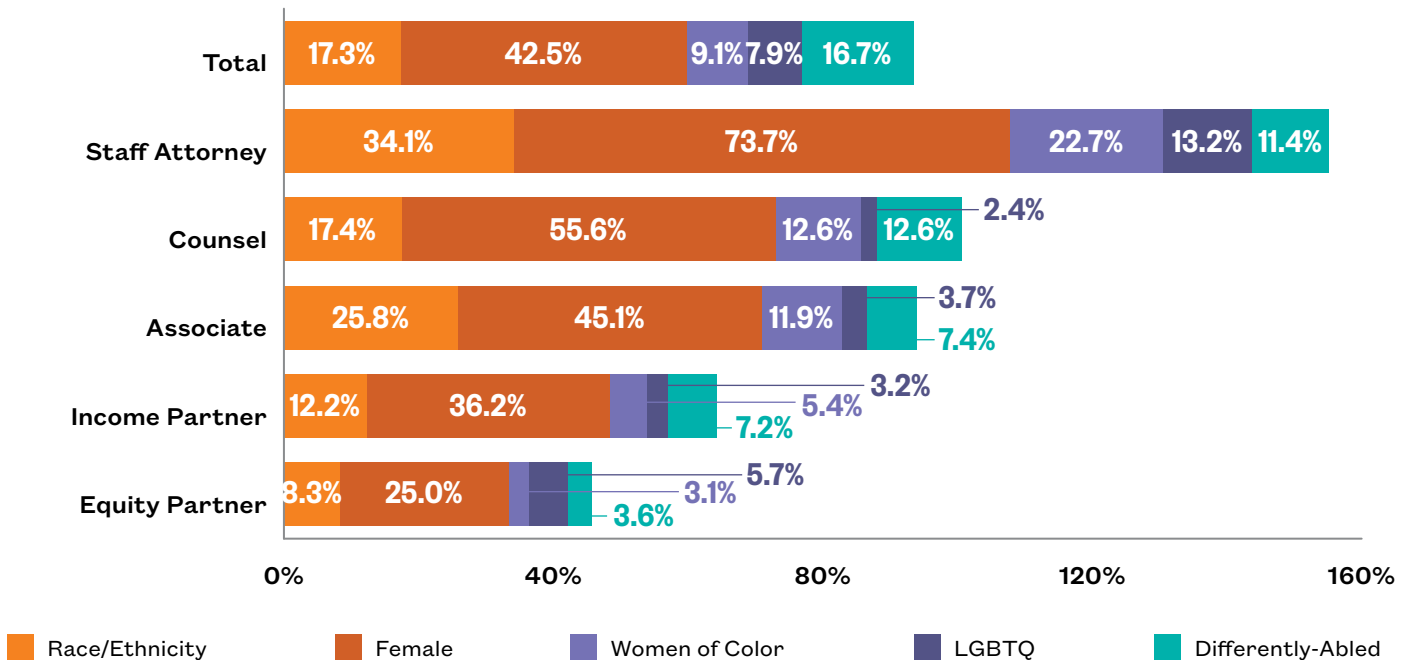
Chief Executives are women

Overall Diversity Numbers

Firm



Attorneys



Organizations We Partner With

Each year, Seyfarth supports more than 60 national, regional, and local organizations dedicated to diversity within the legal profession. We actively engage in their efforts through our commitment of time and financial support. Our participation uplifts our attorneys through organizational outreach, professional and business development, and leadership programs, as well as networking and affinity group support. A few of these organizations are represented below.



Recognition

While the most important measure of our work is the success of our people and their sense of belonging, we are proud when outside organizations recognize our efforts. These recent rankings and certifications provide a snapshot of our inclusive culture and the work of our people to drive change in the profession.

Corporate Equality Index Perfect Score

For the 13th consecutive year, Seyfarth earned a perfect score and was named a “Best Place to Work for LGBTQ Equality.”

Best Law Firm for Women

Seyfarth named to *Working Mother* magazine’s annual list of Best Law Firms for Women for 10 years.

Most Outstanding Majority-Owned Firm

The California Minority Counsel Program recognized Seyfarth’s commitment to diversity and inclusion.

WILEF Gold Standard Certification

In 2021, the Women in Law Empowerment Forum certified Seyfarth as one of 29 firms meeting benchmarks for women’s leadership and compensation.

Highly Commended

In 2020, Chambers USA Diversity & Inclusion Awards commended our work in furthering the advancement of diversity and inclusion.

Mansfield Plus Certification

Since its inception in 2018, we have been certified Mansfield “Plus” by Diversity Lab for measurable efforts and outcomes in our diversity efforts.

Tipping the Scales Award

Awarded by the Diversity and Flexibility Alliance to firms that have 50% or more women in their new partner classes.

Financial Times Innovative Lawyers

Recognized multiple times for leadership and innovation in diversity and inclusion.

People Are Saying...

“The ‘All Black Professionals’ check-in calls helped many of us to survive during times of uncertainty by allowing us to talk through our feelings with people who have similar experiences. I hope to see this continue and evolve into in-person events once the world finds its way back from the pandemic.” **-Director**

“It is affirming to see diversity reflected in leadership with Laura, Kate, Gerald, and Nick elected by the partnership to the Executive Committee. We have put our money where our mouth is.” **-Associate**

“The last 18 months in this country have been a struggle to say the least, and our I&D team, through its programming, has given us tools to help process and respond to the challenges that we face as employees and Americans. I have heard from many employees who feel that this work, in addition to being personally valuable, has also helped bring us together as a community which has been critical in a mostly remote work environment.” **-Office Administrator**

“The firm’s focus on I&D over the past few years has allowed hard conversations on diversity to take place. The open and productive nature of these discussions has felt like a big weight lifting off of me.” **-Associate**

“Congratulations on the Jewish Holiday Guide. It was well done.” **-Partner**

“This is the first time I’ve had Ramadan recognized in the workplace, so I’m definitely feeling the inclusion.” **-Business Professional**

“Our firm no longer uses the term ‘diversity’ alone. We now also use the words ‘inclusion and belonging’ because those terms actually describe the environment and the culture we work to create. When a person can change lexicon of an entire firm, that’s transformative change.” **-Associate**

“Not only did your email set the tone for the firm, but I believe it has positively shaped the mindset of our leadership, which is a great achievement at any law firm—not just at Seyfarth.” **-Partner**

“At all levels, our leadership is now doing so much more than merely recognizing the raised hands in the audience—they are engaging us in meaningful and truly educational conversations that inform how we work together, learn from one another, solve problems, and celebrate our differences.” **-Partner**





“Seyfarth” and “Seyfarth Shaw” refer to Seyfarth Shaw LLP, an Illinois limited liability partnership. Our London office operates as Seyfarth Shaw (UK) LLP, an affiliate of Seyfarth Shaw LLP. Seyfarth Shaw (UK) LLP is a limited liability partnership established under the laws of the State of Delaware, USA, and is authorised and regulated by the Solicitors Regulation Authority with registered number 556927. Legal services provided by our Australian practice are provided by the Australian legal practitioner partners and employees of Seyfarth Shaw Australia, an Australian partnership. Seyfarth Shaw (賽法思律師事務所) is a separate partnership operating from Hong Kong as a firm of solicitors.