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**BALANOMICS™ INITIATIVE IS LAUNCHED AND PREMISED ON ECONOMIC VALUE OF
CREATING A BALANCED WORKPLACE CULTURE**

***Taking Advantage of a Down Market to Improve Work/Life Balance and Increase Productivity and
Profitability in the Legal Profession***

January 30, 2009: The departure of talented attorneys due to reductions-in-workforce or attrition has severe economic and non-economic consequences for both consumers and providers of legal services. The most severe of these include disruption of client relationships, increase in training and replacement costs, erosion of institutional knowledge, loss of investment, delayed resolution of legal matters, decline in productivity, low morale, and alienation of future legal talent.

Whether the economic climate is strong or weak, the legal profession needs an effective means to maximize the performance of its talent and limit the financial penalties that result from loss and lack of productivity of high performers. During an earlier strong economy, attorney attrition rates were at a record high and largely attributable to work/life conflict. In the current weakened environment, layoffs result in even more loss of legal talent. The remaining attorneys are a retention risk because they work on highly successful practice teams most attractive to competitors in a downturn. Despite widespread agreement that the loss of talented attorneys is detrimental to the profession, and a growing recognition that work/life conflict negatively impacts performance and productivity, the challenges remain.

Accordingly, today, four Founding Partners—Darragh J. Davis, Vice President and General Counsel, PETCO; Deborah Epstein Henry, Founder and President, Flex-Time Lawyers LLC; Rupa G. Singh, Partner, McKenna Long & Aldridge LLP and Liaison to the North American South Asian Bar Association (“NASABA”); and Elizabeth B. Daniels, Chief Legal Counsel, SIMNSA Health Plan and Immediate Past President, Association of Corporate Counsel, San Diego Chapter—announce the launch of a national initiative called Balanomics™. The Balanomics™ mission is to improve work/life balance, profitability, and productivity in the profession by enhancing the retention, promotion, and professional satisfaction of talented attorneys. The goal is to achieve this by encouraging a work/life culture that emphasizes work quality, flexibility, responsiveness, and accessibility rather than face time.

A gender neutral and broad-based call for change in the profession, Balanomics™ seeks to highlight the historic silence about work/life balance in the context of diversity and demonstrate that the two need to be part of the same conversation to further gender and racial diversity. Balanomics™ also plans to focus on economic and marketplace influences. The premise is that loss of talent, whether due to attrition or layoffs, is closely tied to work/life conflict and that lack of continuity in client service has a negative economic impact on both providers and consumers of legal services. Inspired by the Call to Action initiative, Balanomics™ seeks signatories to pursue work/life balance objectives outlined in “Statements of Support” for law departments, law firms, and professional associations. The objectives provide a means for these three constituents to improve profitability and productivity of employers by enhancing work/life balance for all attorneys; creating accountability; and implementing, tracking, and reporting on work/life balance programs and culture. This includes embracing an environment where hourly demands

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are reasonable and flexible for all attorneys, where possible. As Darragh Davis, Vice President and General Counsel of PETCO explained, “Corporate clients, like others, bear significant costs when we lose continuity from our outside counsel teams. It is time that general counsels make work/life balance a criteria for selecting outside counsel and recognize that a more balanced culture will improve client service, productivity, and the bottom line for companies and firms.”

The cornerstone of Balanomics™ is the professional association signatories who will host Balanomics™ programming nationally. In addition to providing educational programming, professional associations will contribute to Balanomics™ through information sharing, and recognition of those employers who show leadership, creativity, and commitment to addressing work/life challenges. The Balanomics™ founders will hold an inaugural event in San Diego on March 19, hosted by signatory Lawyers Club of San Diego. Following the San Diego event, the Balanomics™ founders will encourage, develop, and facilitate additional educational programming hosted by signatory associations around the country with participation from law department and law firm signatory representatives. After each Balanomics™ event, hosting signatories will report back lessons learned on the blog to be launched on the Balanomics™ website at www.balanomics.net. Deborah Epstein Henry, Founder and President of Flex-Time Lawyers LLC, noted, “The signatory process and opportunity for all stakeholders to engage in local programming will invigorate a national dialogue and be a powerful impetus for change. Seeking simultaneous participation from law departments, law firms, and professional associations signifies the spirit of Balanomics™—to be an inclusive initiative that encourages an ongoing dialogue in the latest medium, builds a community network, and facilitates broad-based national participation and action.”

Balanomics™ encourages law firm and legal department signatories to adopt formal and/or informal policies related to full-time flexible schedules, reduced-hour schedules, parental leave, and transitions from/re-entry into the profession (collectively, “Work/Life Policies”). Law firms and legal departments are also encouraged to track and report on the availability, usage, and promotion rates related to Work/Life Policies. Balanomics™ hopes to inspire law departments to afford more business opportunities to firms that demonstrate work/life progress. In turn, Balanomics™ has developed a sample letter that law department signatories can elect to use in communicating with outside counsel and a reporting form to enable law departments to track both internal and outside counsel statistics related to women, people of color, and work/life issues on a gender neutral basis. Law firm signatories can also elect to use the reporting form to track their internal progress. Rupa Singh, a law firm partner and the Balanomics™ Liaison to NASABA, noted “The guidelines for law departments, law firms, and professional associations in the Balanomics™ “Statements of Support” are carefully worded to encourage, inspire, and recommend improvements for each constituent rather than serve as a mandate. The goal is for as many participants as possible to opt in to a national dialogue about how best to use work/life balance solutions as an additional tool to retain talented lawyers in a strong or weak economy and improve the bottom line.”

Signatories with demonstrated leadership on these issues were approached in advance of the Balanomics™ launch. The leading law department signatory joining PETCO Law Department is Thomson Reuters, Markets; the leading law firm signatories are Fox Rothschild LLP, Gibbons P.C., Orrick, Herrington & Sutcliffe LLP and Pillsbury Winthrop Shaw Pittman LLP; and the leading professional association signatories joining Association of Corporate Counsel - San Diego, Flex-Time Lawyers LLC, and NASABA include Building a Better Legal Profession, Lawyers Club of San Diego, Ms. JD, National Association of Women Lawyers, and New York State Bar Association Committee on Lawyers in Transition. Law departments, law firms, and professional associations are encouraged to visit www.balanomics.net to download the Balanomics™ Mission, “Statements of Support,” and Signatory Form to learn more and become a signatory (which entails no fees or sponsorships). New signatories will be posted regularly on the Balanomics™ website.

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About PETCO

PETCO is a privately held specialty retailer that provides products, services and advice that make it easier for our customers to be great pet parents. PETCO operates more than 900 stores in 50 states and the District of Columbia, as well as serves as a leading pet products and information destination. Its nonprofit organization, The PETCO Foundation, has raised more than \$41 million since its inception in 1999 to help promote and improve the welfare of companion animals. For more information, please visit www.petco.com.

About Flex-Time Lawyers LLC

Founded in 1999, Flex-Time Lawyers LLC® is a national consulting firm advising the legal profession on work/life balance and the retention and promotion of women. In addition to consulting, Flex-Time Lawyers LLC hosts a membership organization, serves as a resource to the press and legal community at large, and provides recruiting services. In a partnership with Working Mother magazine, it runs an annual national survey and list of the Best Law Firms for Women. For more information, please visit www.flextimelawyers.com.

About the North American South Asian Bar Association (“NASABA”)

A non-profit bar founded in 2003, NASABA serves as the unified voice of South Asian legal professionals in North America. As the umbrella organization for 26 regional chapters in the United States and Canada, NASABA represents the interests of more than 5,000 South Asian American lawyers, judges, law professors, and law students. In addition to providing members with professional development, networking, and referral services, NASABA coordinates with other associations on issues of significance to the minority bar. For more information, please visit www.nasaba.com.

About Association of Corporate Counsel–San Diego

The San Diego Chapter of the Association of Corporate Counsel, *the in-house bar association*,™ was founded in 1992. It serves the professional needs of over 600 attorneys in corporate legal departments and private sector organizations in San Diego by promoting the common interests of its members and contributing to their continuing education. In 2008, ACC-San Diego won the Corporate Pro Bono Challenge™ Competition and was honored as “ACC Chapter of the Year.” For more information, please visit www.acc.com/chapters/sandiego.

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