

# Debevoise & Plimpton LLP

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

New York, NY; Washington, DC; London; Paris; Frankfurt; Moscow; Shanghai; Hong Kong; Tokyo

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Michael W. Blair, Presiding Partner

**Diversity team leader(s):** Maeve O'Connor, Partner; Michael Gillespie, Partner; Marc Grainger, Global Director of Talent; Rachel Simmonds-Watson, Diversity Manager

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	732	734
U.S. offices only	527	539

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

#### ASSOCIATES (2018)

	Men	Women
White/Caucasian	122	114
African-American/Black	10	18
Hispanic/Latinx	16	22
Alaska Native/American Indian	0	0
Asian	19	40
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	6	7
Openly LGBTQ	17	10
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>173</b>	<b>201</b>

#### SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	39	29
African-American/Black	2	6
Hispanic/Latinx	5	8
Alaska Native/American Indian	1	0
Asian	2	6
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	3
Openly LGBTQ	9	4
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>49</b>	<b>52</b>

#### EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	74	19
African-American/Black	0	1
Hispanic/Latinx	4	0
Alaska Native/American Indian	n/a	n/a
Asian	2	5
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	1	0
Openly LGBTQ	3	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>83</b>	<b>25</b>

#### NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>0</b>

\*2 male partners are listed as "not available" on Lawyer Count forms from accounting, which is why numbers total 81, not 83.

#### OF COUNSEL (2018)

	Men	Women
White/Caucasian	23	13
African-American/Black	1	1
Hispanic/Latinx	1	2
Alaska Native/American Indian	n/a	n/a
Asian	3	3
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	2
Openly LGBTQ	3	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>28</b>	<b>21</b>

#### NEW HIRES (2018)

	Men	Women
White/Caucasian	33	25
African-American/Black	5	5
Hispanic/Latinx	5	7
Alaska Native/American Indian	0	0
Asian	4	11
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	3	1
Openly LGBTQ	3	2
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>50</b>	<b>49</b>

### Strategic Plan and Diversity Leadership

#### How does the firm's leadership communicate the importance of diversity to everyone at the firm?

On a periodic basis, the Diversity & Inclusion Leadership Team report to the firm's Management Committee and to all partners on diversity and inclusions initiatives. In addition, diversity information is reported on the firm's external website, the firm's intranet and regular internal publications, including the weekly Debevoise Matters. Also, communications regarding the importance of diversity to the success of the firm and diversity training are regular components of partner and counsel training, new lawyer orientation, summer associate training and ongoing lawyer skills/substantive training programs.

#### Who has primary responsibility for leading diversity initiatives at your firm?

Michael J. Gillespie, Partner and Maeve O'Connor, Partner

#### Does your law firm currently have a diversity committee?

Yes

#### If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

#### If yes, how many attorneys are on the committee, and in 2018, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 52

Total hours spent on diversity: 2043

#### Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

#### Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

#### If yes, is it formal or informal?

Formal

#### How often does the firm's management review the firm's diversity progress/results?

Quarterly

#### How is the firm's diversity committee and/or firm management held accountable for achieving results?

The Diversity & Inclusion Leadership Team has formulated a diversity action plan, which is updated periodically, and the committee meets on a quarterly or more frequent basis to review progress on initiatives and programs being implemented by the firm. In addition, the Diversity & Inclusion Leadership Team regularly reviews hiring and attrition statistics to monitor trends in hiring and retention for minorities and gender.

#### Is your firm minority-owned or women-owned?

No



### Law Firm Diversity Initiatives

#### INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Undertake communication from firm management that diversity is a top priority of the firm
X	X		Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X	X		Support law firm's internal affinity networks
X	X		Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



### Law Firm Diversity Initiatives

#### INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

#### INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X			Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X	X		Provide accommodations specific to mothers (e.g., lactation rooms)
X			Implement policies to address gender pay equity



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X			Other (please specify): We wanted to note that our firm is lockstep structure where lawyers, including partners, are compensated solely based on their seniority. Further, we do not have billable or origination credit for work. We are strong believers in an approach that values collaboration and team work, which we think enables us to serve our clients' needs most effectively by ensuring that, in all cases, the best lawyers address our clients' needs without regard to compensation.
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### Law Firm Diversity Initiatives

#### INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
X	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
X			Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

#### INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
X	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



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X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X	X		Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)





### Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor minority high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

[No response]



### Recruitment - New Associates

#### Does your firm annually recruit at any of the following types of institutions?

*Ivy League law schools:* Columbia, Cornell, Harvard, University of Pennsylvania, Yale

*Other private law schools:* Brooklyn Law School, Duke, Fordham, Georgetown, New York Law School, NYU, Northwestern, Seton Hall, St. John's, Stanford, Tulane, University of Chicago, Washington University, Yeshiva University, Benjamin N. Cardozo School of Law

*Public state law schools:* Rutgers, University of California — Berkeley, University of California — Los Angeles, University of Michigan, University of Texas — Austin, University of Virginia

*Law schools of Historically Black Colleges and Universities (HBCUs):* Howard University

*Diversity job fairs:* Harvard BLSA Job Fair, HNBA Job Fair, Lavender Law Job Fair, LeGal Job Fair, NEBSA Job Fair

#### Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students*
- Advertise in minority law student association publications*
- Participate in or host minority law student job fairs*
- Sponsor minority law student association events*
- Firm lawyers participate on career panels at schools*
- Outreach to leadership of minority student organizations*
- Scholarships or intern/fellowships for minority students*
- Other (please specify)*

#### Do you have any programs specifically targeted at first-year students?

Yes. We host events and panels specifically for first-year law students at many of the schools from which we recruit.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	39	29
African-American/Black	2	5
Hispanic/Latinx	3	6
Alaska Native/American Indian	1	0
Asian	2	6
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	3
Openly LGBTQ	8	4
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>47</b>	<b>49</b>

#### OFFERS MADE\* (2018)

\* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	39	29
African-American/Black	2	5
Hispanic/Latinx	3	6
Alaska Native/American Indian	1	0
Asian	2	6
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	3
Openly LGBTQ	8	4
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>47</b>	<b>49</b>

#### OFFERS ACCEPTED\* (2018)

\* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	35	26
African-American/Black	2	4
Hispanic/Latinx	3	5
Alaska Native/American Indian	1	0
Asian	2	5
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	3
Openly LGBTQ	8	3
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>43</b>	<b>43</b>

#### NEITHER ACCEPTED NOR DECLINED (2018)

\* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>1</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	5	3
African-American/Black	1	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	n/a	n/a
Asian	1	2
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>8</b>	<b>6</b>

#### LATERAL OF COUNSEL HIRES (2018)

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	n/a	n/a
Asian	0	0
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>0</b>	<b>1</b>

#### LATERAL PARTNER HIRES\* (2018)

\* Both equity and non-equity

	Men	Women
White/Caucasian	2	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	n/a	n/a
Asian	0	0
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>2</b>	<b>0</b>

#### NEW PARTNERS PROMOTED\* (2018)

\* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	1	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	n/a	n/a
Asian	0	0
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>1</b>	<b>2</b>

#### NEW EQUITY PARTNERS\* (2018)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	3	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	n/a	n/a
Asian	0	0
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>3</b>	<b>2</b>

### Recruitment - Lateral Associates and Partners

#### What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

#### Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

#### If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

#### If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

[No response]



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### OF COUNSEL

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

We wanted to note that our firm is lockstep structure where lawyers, including partners, are compensated solely based on their seniority. Further, we do not have billable or origination credit for work. We are strong believers in an approach that values collaboration and team work, which we think enables us to serve our clients' needs most effectively by ensuring that, in all cases, the best lawyers address our clients' needs without regard to compensation.

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

Debevoise has had a part-time work program for over 40 years. The firm recognizes the difficulties of balancing professional and family lives and assigns a high priority to helping lawyers in the firm find and maintain the right balance for them. Part-time work arrangements are available to lawyers following the birth or adoption of a child, or due to other family responsibilities or personal medical conditions. The firm is supportive and flexible as possible in assisting lawyers who wish to consider this option.

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

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### Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	21	23	374
Of counsel	3	8	11	49
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	5	5	108



### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2018

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	6	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	n/a	n/a
Asian	0	0
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>6</b>	<b>2</b>

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	n/a	n/a
Asian	1	1
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>7</b>	<b>3</b>

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	19	5
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	n/a	n/a
Asian	0	1
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>19</b>	<b>6</b>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	7	12
African-American/Black	3	6
Hispanic/Latinx	4	7
Alaska Native/American Indian	n/a	n/a
Asian	4	8
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	0	1
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>18</b>	<b>34</b>

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	1	42	20
Number of such positions held by:			
Minorities	0	4	3
Women	0	9	6
LGBTQ attorneys	0	0	1
Individuals with Disabilities	n/a	n/a	n/a

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

#### U.S. OFFICE HEADS

How many offices does your firm have in the United States? 2

Minorities heading offices: 0

Women heading offices: 0

LGBTQ attorneys heading offices: 0

Individuals with Disabilities heading offices: 0

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Natalie Reid, Co-Chair, Caribbean Practice; Jyotin Hamid, Leader, Employment Litigation; Satish Kini, Chair, Banking Group; Byungkwon Lim, Chair, Derivatives and Structured Finance Group and Chair, Hedge Funds Group

Women heading practices: Natalie Reid, Co-Chair, Caribbean Practice; Catherine Amirfar, Co-Chair, Public International Law Group; Mary Beth Hogan, Co-Chair, Litigation Department; M. Natasha Labovitz, Chair, Business Restructuring & Workouts Group; Nicole Levin Mesard, Chair, Corporate Department; Maura Kathleen Monaghan, Co-Chair, Commercial Litigation Group; Maeve O'Connor, Co-Chair, Securities Litigation Practice and Chair of Insurance Litigation Practice; Rebecca Silberstein, Co-Head, Private Equity Group; Mary Jo White, Senior Chair/Leader — Firm/Strategic Crisis Response and Solutions Group

LGBTQ attorneys heading practices: N/A

Individuals with Disabilities heading practices: N/A

#### COMMITTEE LEADERS

Minorities heading committees: Jennifer Chu, Co-Chair, Women's Resource Group; Sue Meng, Co-Chair, Pro Bono Firmwide; Jyotin Hamid, Employment Committee

Women heading committees: Jennifer Chu, Co-Chair, Women's Resource Group; Sue Meng, Co-Chair, Pro Bono Firmwide; Courtney Dankworth, Co-Chair, Women's Resource Group; Susan Reagan Gittes, Co-Chair, Liaison Committee; Nicole Levin Mesard, Chair, Hiring Committee; Maeve O'Connor, Co-Chair, Diversity & Inclusion Advisory Council

LGBTQ attorneys heading committees: Paul M. Rodel, Co-Chair, Liaison Committee

Individuals with Disabilities heading committees: N/A



### The Firm Says

One of the greatest strengths of Debevoise & Plimpton is our community. This has been true throughout the history of the firm. In recent years, we have built upon that strong foundation with specific community-building initiatives and firm-wide events.

- This past year we instituted a new Diversity & Inclusion Advisory Council, a 40-plus lawyer group that works with our D&I Leadership Team to encourage dialogue on important issues affecting diversity and inclusion at Debevoise. We have also revamped our associate liaison committee, which works with partners and senior firm administrators on a range of topics and programs important to all lawyers at the firm.
- Through our advising program, associates have the opportunity to discuss their career development with an assigned advising partner. We have reshaped the program, with the goal of ensuring that each associate has advising relationships with three partners over the course of their first four years.
- In recent years, we have gathered together in various groupings to discuss a range of topics relating to talent and career development in the spirit of transparency and dialogue.
- Our Affinity Groups — Asian, Black Lawyers, First Generation Professionals, Jewish Lawyers, Latin@, LGBTQ+ and the Women's Resource Group — are open to all interested attorneys and play an integral role in the firm, providing an invaluable source of community. Just this spring, our Women's Resource Group and Debevoise Affinity Groups co-sponsored a panel discussion on "Authenticity in the Workplace" featuring alumna Melissa Tidwell, General Counsel of Reddit.

We have also embedded diversity and inclusion within all elements of the firm's broader talent development work.

- Our Diversity & Inclusion Leadership Team is chaired by two senior leaders of the firm who are former Management Committee members, Maeve O'Connor and Mike Gillespie, who work with Marc Grainger, our Global Director of Talent, and Rachel Simmonds-Watson, our Diversity Manager. Mike formerly headed hiring at the firm, and Maeve is currently co-chair of our Global Talent Initiative, thereby increasing the integration between talent and diversity & inclusion.
- In 2016, Debevoise launched the Management Committee Sponsorship Program to foster the advancement and promotion of diverse talent at the firm. Members of the firm's Management Committee and departmental leaders are paired with top-performing mid- and senior-level diverse associates to promote and support their careers through opportunity generation, profile raising and internal leadership.
- We have instituted implicit bias training in all aspects of our talent cycle — recruiting, advising, staffing, evaluation —and for all levels of lawyers.
- We have put structures in place to ensure that all practice group leaders are responsible to firm management for successful implementation of D&I goals.
- We apply a centralized approach to staffing our junior lawyers, with the objective of ensuring an equitable distribution of responsibilities and opportunities for our junior lawyers.

#### Recruiting

As part of our expansive efforts to recruit diverse talent, we reach out as early as possible in the educational pipeline by sponsoring, supporting and participating in programs that improve the educational outcomes and career paths of students of color, beginning with high school students and continuing through to new firm hires, including through: Law MENTOR Program, Prep for Prep, New York State High School Mock Trial Team, Sponsors for Educational Opportunities (SEO) Law Fellowship Program and Diverse Job Fairs.

#### Recognition

Chambers Associate ranked Debevoise first for diversity in 2018 and 2017, and the 2019 AmLaw Diversity Scorecard ranked Debevoise #11 out of 225 of the top law firms. Debevoise has been ranked 10 times as a top law firm for women by Working Mother Media.

In 2018, Debevoise received both "TOP" and Compass Award badges from the Leadership Council on Legal Diversity (LCLD), an organization which provides mentoring and training of next-gen leaders by more than 300 corporate chief legal officers and law firm managing partners. Debevoise was recognized for going above and beyond to participate and support LCLD's mission. The LCLD helps its member organizations find, hire, retain, promote and engage the best talent, and Debevoise Presiding Partner Michael W. Blair serves on the Executive Committee of the Board and as Treasurer.

#### Commitment

The above recognition and awards demonstrate the considerable success we have had in hiring diverse lawyers and law students. We are deeply proud that the quality of our practice, and the culture and people who form our firm, attract such great talent. We also know that the work of building a truly diverse and inclusive firm cannot be measured by just these accolades, and that numbers alone do not fully tell the tale. It is our job at Debevoise to create a professional environment in which all our lawyers can thrive and succeed. We are deeply committed to driving change in our partnership and in the legal profession. That requires not only good intentions but effective initiatives and practices.

