

# Gibson, Dunn & Crutcher LLP

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

333 South Grand Avenue  
Los Angeles, CA 90071-3197  
Phone: 213.229.7000  
Fax: 213.229.7520  
[www.gibsondunn.com](http://www.gibsondunn.com)

### LOCATIONS

Beijing, Hong Kong, Singapore, Brussels, Frankfurt, London, Munich, Paris, Sao Paulo, Dubai, Century city, Dallas, Denver, Houston, Los Angeles, New York, Orange County, Palo Alto, San Francisco, Washington, D.C.

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Kenneth M. Doran, Managing Partner

**Diversity team leader(s):** Zakiyyah T. Salim-Williams, Chief Diversity Officer

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	1342	1382
U.S. offices only	1106	1152

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

#### ASSOCIATES (2018)

	Men	Women
White/Caucasian	338	256
African-American/Black	9	8
Hispanic/Latinx	24	24
Alaska Native/American Indian	0	0
Asian	37	57
Native Hawaiian/Pacific Islander	0	0
Multiracial	9	10
Openly LGBTQ	31	15
Individuals with Disabilities	0	0
<b>Total</b>	<b>417</b>	<b>355</b>

The firm does not track disability status.

#### EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	231	52
African-American/Black	1	2
Hispanic/Latinx	6	1
Alaska Native/American Indian	0	0
Asian	15	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	6	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>254</b>	<b>62</b>

The firm does not track disability status.

#### OF COUNSEL (2018)

	Men	Women
White/Caucasian	35	17
African-American/Black	2	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	5	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>39</b>	<b>20</b>

The firm does not track disability status.

#### SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	55	39
African-American/Black	5	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	10	20
Native Hawaiian/Pacific Islander	1	0
Multiracial	1	2
Openly LGBTQ	8	7
Individuals with Disabilities	0	0
<b>Total</b>	<b>74</b>	<b>65</b>

The firm does not track disability status.

#### 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>n/a</b>	<b>n/a</b>

The firm does not track disability status.

#### NEW HIRES (2018)

	Men	Women
White/Caucasian	81	63
African-American/Black	4	0
Hispanic/Latinx	9	7
Alaska Native/American Indian	0	0
Asian	11	22
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	5	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>105</b>	<b>95</b>

The firm does not track disability status.

### Strategic Plan and Diversity Leadership

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

Gibson Dunn communicates the importance of diversity in several ways. One, there is very purposeful and active discussion by the leadership about diversity issues at the Firm. Almost every major firm function includes diversity programming. The Managing Partner gives updates on diversity at each of the quarterly partner meetings as well as the annual State of the Firm message. Conversations about diversity are also a part of all Firm conferences, including at our annual new partner, office partner chair and new associate retreats each year. The Firm uses these occasions to update the attorneys about the Firm's diversity efforts as well as provide various types of training to the attorneys. The Firm also makes concerted efforts to expand the scope of our diversity efforts both internally and externally.

Our attorneys are often invited to speak about diversity issues by community groups, bar associations and at law schools. We maintain an ongoing Diversity Programming Overview, and internally, we provide annual updates to our affinity groups. Finally, the Firm integrates diversity with other Firm administrative functions. The Diversity Department works very closely with the Human Resources, Finance, Marketing, Recruiting and Professional Development departments to ensure that diversity is a seamless part of the way we conduct business.

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

Zakiyyah Salim-Williams, Chief Diversity Officer

#### 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: 12

Total hours spent on diversity: 350

Comments: Gibson Dunn maintains a two-tiered diversity committee system. The Global Diversity Committee oversees the Firm's diversity efforts. Several members of Firm leadership serve on the committee, including the Managing Partner and members of both the Management and Executive Committees. Representatives from each office, as well as the heads of the Recruiting and Professional Development Departments, serve on the committee to ensure that diversity is a fully integrated part of the Firm. The Firm also maintains a diversity committee in each of our domestic offices, as well as in the majority of our international offices. The Firm also actively promotes diversity in the leadership ranks. Women, LGBT and minorities are increasingly becoming part of the Firm's leadership.

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

Yes

#### If yes or partially, please explain.

Gibson Dunn is deeply committed to the retention, advancement, and promotion of women, LGBT and ethnically diverse attorneys. The Firm's leadership, including the Chief Diversity Officer, have made this a top priority and are squarely focused on it. We have set a number of diversity and inclusion goals over the past few years, including but not limited to the following: 1) retention and promotion of women, minorities and LGBT lawyers into partnership and leadership ranks; 2) targeted initiatives aimed at improve our ethnic diversity recruiting, particularly African-American lawyers; 3) global expansion of diversity efforts; 4) increased dialogue about diversity-related issues and unconscious bias training; and 5) restructuring and expansion of affinity group programming

#### 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?

Progress in the area of diversity and inclusion requires dedicated leadership, targeted strategies and consistent application of effort. The leadership of Gibson Dunn understands this and is committed to encouraging diversity at the Firm. In addition to the continued stewardship of the Firm's Managing Partner, Gibson Dunn appointed a management committee member to oversee efforts along with our Chief Diversity Officer and Global Diversity Committee Chair, Barbara Becker. The Firm has a number of initiatives aimed at increasing diversity and inclusion in our offices. Last year, the diversity department organized and hosted over 475 diversity committee meetings, affinity group events and substantive programs.

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

Monthly

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

Diversity is a top priority of Gibson Dunn. The Firm appointed a Management Committee partner to directly oversee the Firm's diversity efforts. The Firm also created a Chief Diversity Officer position which reports directly to the Management Committee. The Chief Diversity Officer is a part of the Firm's administrative governance group, ensuring diversity continues to play a central role in the Firm's management. Progress reports are submitted to management on a regular basis.

#### 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			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide mandatory diversity training for all attorneys and staff annually
X			Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X			Focus on strengthening firm's mentoring program
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			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X			Coordinate or work with clients on diversity issues
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			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			Increase the number of women at the partnership level
X			Increase the number of women in leadership positions
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			Provide accommodations specific to mothers (e.g., lactation rooms)
	X		Implement policies to address gender pay equity



### 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			Increase the number of LGBTQ attorneys at the associate level
X			Increase the number of LGBTQ attorneys at the partnership level
X			Increase the number of LGBTQ attorneys in leadership positions
X			Focus on strengthening firm's mentoring program for LGBTQ attorneys
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		Focus on strengthening firm's mentoring program for attorneys with disabilities
		X	Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



# Gibson, Dunn & Crutcher LLP

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
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.**

Gibson Dunn supports several programs designed to help diverse preuniversity students succeed academically and expose them to the practice of law. In the past, we have supported the Mexican American Bar Foundation scholarship program, SEO, Legal Outreach, the Hispanic National Bar Association Law Camp, Columbia University PreLaw Program, Prep for Prep, Just the Beginning Foundation, ABA Judicial Intern Opportunity Program, A Better Chance, Mt. Saint Mary's College PreLaw program and the Los Angeles Bar Association Pipeline Initiative.





### Recruitment - New Associates

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

*Ivy League law schools:* 5 (Columbia University, Cornell University, Harvard University, University of Pennsylvania, Yale University)

*Other private law schools:* 16 (Duke University, Fordham University, Georgetown University, George Washington University, Loyola Law School (LA), New York University, Northwestern University, Pepperdine University, Stanford University, Southern Methodist University, University of Chicago, University of San Diego, University of Southern California, University of Houston, University of Notre Dame, Vanderbilt University)

*Public state law schools:* 7 (University of California Berkeley, University of California-Irvine, University of California-Los Angeles, University of Colorado, University of Michigan, University of Virginia, University of Texas at Austin)

*Law schools of Historically Black Colleges and Universities (HBCUs):* 1 (Howard University)

*Diversity job fairs:* Harvard BLSA 1L and 2L Job Fair, Lavender Law, Rocky Mountain Black Law Student Association, UCLA Diversity Job Fair, Sunbelt Minority Recruitment Program

#### 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?

Gibson Dunn has a diversity committee sponsored 1L summer associate program. Depending on our hiring needs each year, we hire first year students into our summer associate program. In addition, several of our local diversity committees host career panels and mock interview sessions for area diverse law students. The firm also hosts and creates programming at specific law schools with law student groups.



### Recruitment - New Associates

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

	Men	Women
White/Caucasian	56	39
African-American/Black	4	1
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	1
Asian	8	16
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	1
Openly LGBTQ	8	7
Individuals with Disabilities	0	0
<b>Total</b>	<b>78</b>	<b>68</b>

The firm does not track disability status.

#### OFFERS MADE\* (2018)

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

	Men	Women
White/Caucasian	55	38
African-American/Black	4	1
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	1
Asian	7	15
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	1
Openly LGBTQ	8	7
Individuals with Disabilities	0	0
<b>Total</b>	<b>68</b>	<b>59</b>

The firm does not track disability status.

#### OFFERS ACCEPTED\* (2018)

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

	Men	Women
White/Caucasian	38	28
African-American/Black	2	1
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	1
Asian	7	14
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	1
Openly LGBTQ	7	6
Individuals with Disabilities	0	0
<b>Total</b>	<b>49</b>	<b>48</b>

The firm does not track disability status.

#### 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	3	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>0</b>

The firm does not track disability status.

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	25	17
African-American/Black	2	0
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	2	11
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>33</b>	<b>30</b>

The firm does not track disability status.

#### LATERAL OF COUNSEL HIRES (2018)

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

The firm does not track disability status.

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

\* Both equity and non-equity

	Men	Women
White/Caucasian	8	2
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>9</b>	<b>2</b>

The firm does not track disability status.

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

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

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

The firm does not track disability status.

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

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	14	6
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>16</b>	<b>8</b>

The firm does not track disability status.

### 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)

The firm also conducts interview trainings, mentoring, and other programs.

#### 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:

Advocates Targeted Legal Resources; Corrao, Miller, Wiesenthal; Kanoff Legal; E.P. Dine; Major, Lindsey & Africa; Watanabe & Nason



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 1ST-YEAR ASSOCIATES

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

The firm does not track disability status.

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	2
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>12</b>	<b>4</b>

The firm does not track disability status.

##### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	15	6
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	1	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>19</b>	<b>9</b>

The firm does not track disability status.

##### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	7	8
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>11</b>

The firm does not track disability status.

##### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	16	7
African-American/Black	0	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>18</b>	<b>13</b>

The firm does not track disability status.

##### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	4
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>6</b>

The firm does not track disability status.

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 7TH-YEAR ASSOCIATES

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

The firm does not track disability status.

##### 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	13	8
African-American/Black	0	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>17</b>	<b>10</b>

The firm does not track disability status.

##### OF COUNSEL

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

The firm does not track disability status.

##### 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>

The firm does not track disability status.

##### EQUITY PARTNERS

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

The firm does not track disability status.

### 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)

N/A

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

Yes

Comments:

Gibson Dunn employs both part-time associates and partners. Associates who work parttime are still eligible for the partnership. Our flexible work arrangements are available to all of our attorneys, not just women. Our policy covers reason blind leave of absences. We also have a generous maternity and paternity leave policy.

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?

The decision to work part-time will have no effect on an attorney's ability to become or remain partner.

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

[No response]



### Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	5	26	31	772
Of counsel	2	9	11	59
Non-equity partner	0	3	3	35
Equity partner	0	2	2	281





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2018

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	13	2
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>13</b>	<b>4</b>

The firm does not track disability.

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	24	14
African-American/Black	1	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	2	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>25</b>	<b>20</b>

The firm does not track disability.

##### PARTNER REVIEW COMMITTEE\*

\* Attorneys on the Partner Review Committee or equivalent

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

The firm does not track disability.

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	51	22
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	9	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>62</b>	<b>24</b>

The firm does not track disability.

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

	Men	Women
White/Caucasian	6	6
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>6</b>

The firm does not track disability.

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	13	102	15
Number of such positions held by:			
Minorities	1	9	0
Women	2	24	3
LGBTQ attorneys	0	2	0
Individuals with Disabilities	0	0	0

The firm does not track disability.

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? 10

Minorities heading offices: Jay Srinivasan, Los Angeles (242)

Women heading offices: Cynthia Richman, Washington, D.C. (233); Meryl Young, Orange County (64)

LGBTQ attorneys heading offices: None

Individuals with Disabilities heading offices: The firm does not track disability.

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: William J Peters, Aerospace and Related Technologies (37); Kevin S. Masuda, Betting and Gambling (55); Debra Wong Yang, Crisis Management (110); Judith Alison Lee, International Trade (39); Ronald Kirk, International Trade (39); Jose W. Fernandez, Latin America (49); Mylan L. Denerstein, Public Policy (61); Maurice Suh, Sports Law (87); Shaalu Mehra, Technology Transactions (63)

Women heading practices: Caitlin J. Halligan, Appellate and Constitutional Law (282); Helgi C. Walker, Administrative Law and Regulatory Practice (108); Karen L. Manos, Aerospace and Related Technologies (37); Stewart McDowell, Capital Markets (176); Hillary H. Holmes, Capital Markets (176); Theane Evangelis, Class Actions (216); Debra Wong Yang, Crisis Management (110); Stephanie Brooker, Financial Institutions (76); Linda Curtis, Global Finance (105); Andrea E. Neuman, Transnational Litigation (151); Perlette Michèle Jura, Transnational Litigation (151); Jennifer Bellah Maguire, Investment Funds (86); Judith Alison Lee, International Trade (39); Catherine A. Conway, Labor and Employment (140); Tracey B. Davies, Life Sciences (105); Amy R. Forbes, Land Use and Development (33); Mary G. Murphy, Land Use and Development (33); Barbara L. Becker, Mergers and Acquisitions (341); Mylan L. Denerstein, Public Policy (151); Elizabeth A. Ising, Securities Regulation and Corporate Governance (199); Lori Zyskowski, Securities Regulation and Corporate Governance (199); Carrie M. LeRoy, Technology Transactions (63)

LGBTQ attorneys heading practices: Stuart F. Delery, National Security (55); Elizabeth A. Ising, Securities Regulation and Corporate Governance (199)

Individuals with Disabilities heading practices: The firm does not track disability.

#### COMMITTEE LEADERS

Minorities heading committees: None

Women heading committees: Karen E. Bertero, Associate Compensation Committee (88); Barbara L. Becker, Diversity Committee (12); Linda Curtis, Opinions Committee (13);

LGBTQ attorneys heading committees: None

Individuals with Disabilities heading committees: The firm does not track disability.



### The Firm Says

Gibson Dunn is deeply committed to the promotion of diversity. The focus of our diversity efforts is to expand the recruitment and retention of diverse attorneys through mentoring and other initiatives, and to maintain and expand the Firm's profile in the communities in which it serves. Gibson Dunn believes that diversity among lawyers is essential to our continued success as one of the preeminent law firms in the world. In an increasingly global world, we understand that it is crucial that we incorporate diverse competencies, experiences and viewpoints into our workforce. We are proud of our diverse partnership and look forward to developing a new and diverse generation of lawyers who will continue the long tradition of quality and excellence for which Gibson Dunn is known.

**Diversity Leadership:** Gibson Dunn maintains a two-tiered diversity committee system. The Global Diversity Committee oversees the Firm's diversity efforts. Several members of Firm leadership serve on the committee, including the Managing Partner and members of both the Management and Executive Committees. Representatives from each office, as well as the heads of the Recruiting and Professional Development Departments, serve on the committee to ensure that diversity is a fully integrated part of the Firm. The Firm also actively promotes diversity in the leadership ranks. Women, LGBT and minorities are increasingly becoming part of the Firm's leadership.

In addition to the Global Diversity Committee, there are local diversity committees in each of our U.S. offices and many of our international locations. Our local office committees are open to all attorneys who are interested in the issue of diversity and inclusion. Part of each local diversity committee's annual budget is dedicated to affinity group activities, including, but not limited to, networking events, support of community groups, affinity group meetings, training and conference attendance. In 2018, the diversity department organized and hosted over 475 diversity committee meetings, affinity group events and substantive programs. A large number of these programs directly benefit the career progression of diverse lawyers. With respect to the professional development of our diverse attorneys, we routinely organize over 100+ substantive programming and sponsor countless organizations designed to provide professional development opportunities for our diverse talent.

**Training:** In 2018, we launched a number of training programs designed to create a more inclusive environment and to tackle some of the biases that may be inhibiting the careers of our diverse lawyers. As part of the Firm's commitment to maintaining a positive and professional work environment free from harassment, attorneys attended a mandatory "Respect and Inclusion in the Workplace" training which was presented live in all of our U.S. offices. In addition, attorneys were required to attend mandatory "Unconscious Bias" training, which also took place in each of our local offices.

For our unconscious bias training, we held over 45 sessions in 20 offices with over 1200 lawyers attending the various sessions. The training was well-received and we have hosted follow-up presentations with all of our partners, associates, important Firm committees as well as practice group meetings across all of our offices. We are currently partnering with the Minority Corporate Counsel Association (MCCA) to implement strategies to interrupt bias as outlined in the report titled "You Can't Change What You Can't See: Interrupting Racial & Gender Bias in the Legal Profession." Jean Lee, President and CEO of MCCA, will work closely with our partners to discuss strategies to mitigate potential bias that may impact the careers of our ethnically diverse, female and LGBTQ lawyers at the Firm.

**Women of Gibson Dunn:** The Firm is deeply committed to advancing women at the Firm. In 2014, we created the Women of Gibson Dunn Initiative to work at expanding opportunities for women as they advance up the ranks and into the leadership structure of the Firm. Since then, we have expanded our Women of Gibson Dunn initiative to include our Women of Color, LGBT Women and EMEA (Europe, Middle-East, and Asia) Women's Initiatives. We have also hosted four firmwide, large-scale inaugural women's retreats — an All Women's Retreat, Women's Partner Retreat, Women's Mid-level Retreat and a European Women's Retreat over a two-year period. The result of this focus is quite remarkable. Since 2014, we have promoted 23 women and added 20 women as lateral partners. We have more than doubled the number of female partner promotions from the previous five years. We are particularly proud of the 2018 partnership class where women represented 50% of the partnership class (8 women partners). And most recently, in our 2019 partnership class, we elected 6 more women into the partnership.

In all, our 82 women partners represent 21% women partners in the U.S. and 20% firmwide. We have also worked extremely hard to make sure that our female lawyers can look upward to see themselves reflected in the leadership of the Firm. Women at Gibson Dunn continue to be part of our leadership, and include the following: 5 women serve on the Firm's Executive Committee (two of whom are women of color) and 1 woman of color serves on the Firm's five person Management Committee; 5 women serve as Partners-in-Charge of offices across the globe and 26 women serve as practice group leaders.

**Support for Affinity Groups:** Our affinity groups are focused on providing opportunities for our female, LGBT, minority, Muslim and first-generation attorneys to connect with one another. Nearly all of our offices now host monthly lunches and gatherings by affinity group (or in smaller offices, quarterly attorney of color outings) and we have increased our affinity group programming firmwide.

**Recruiting:** Through targeted recruiting we have made significant gains in hiring diverse attorneys on both the associate and partner levels. Each of our local diversity committees host events for summer associates throughout the summer program so as to provide opportunities to meet members of the committee and answer questions they may have about diversity at the Firm. During the fall and spring, we hold on-campus events for law students and recruits. We also support a considerable amount of diverse law student groups throughout the year.

**Professional Development:** Gibson Dunn is committed to creating a supportive culture for all of our attorneys. We have structures in place that we believe provide strategic oversight and support for our attorneys' needs. The Firm's Professional Development Department coordinates the Firm's mentoring and career development initiatives. The programs are managed by a full-time director and a number of professional development and diversity professionals to ensure that the efforts between the two departments are effectively coordinated.

**Community Support:** Every year the Firm volunteers attorney time and donates sponsorship dollars to various diversity organizations around the world to support the communities in which we practice and reside. Diverse organizations that we have supported in recent years include: National Asian Pacific American Bar Association, National Association of Women Lawyers, Legal Outreach, Lambda Legal, National LGBT Bar Association, MCCA, CMCP, Out Leadership, LCLD and many others.

The Firm also supports several pipeline programs to expose minority high school, college and law students to the practice of law and encourage them to continue their education through affiliations with programs such as Leadership Council for Legal Diversity; Legal Outreach; Mount St. Mary's College; Prep for Prep; the California Scholarship Foundation; Columbia University's Leadership in Law Course for High School Students; Joint Minority Bar Judicial Internship Program for Law Students; the Mexican American Bar Foundation; Sponsors for Educational Opportunity; Thurgood Marshall Internship Program and the Williams Institute Moot Court Competition. Gibson Dunn is a signatory to the New York City Bar Association's Statement of Diversity Principles and is a member of the Leadership Council for Legal Diversity.

**Honors:** Gibson Dunn has made diversity one of our highest priorities, and we are proud that our efforts are being noticed. In fact, the American Lawyer noted that "diversity at Gibson has been on a steady upswing," and we couldn't agree more. Gibson Dunn has received the top score in the Human Right Campaign's Corporate Index for our LGBT-friendly policies over the past four of five years. The Firm also received Lambda Legal's Partners for Equality Award in 2017 for our long-term support of the organization and pro bono services over the years. The Firm was awarded diversity awards by a number of our clients, including TIAA CREF, PepsiCo, Chevron and Visa. We also received "Law Firm of the Year" by the Orange County Equality Coalition and Georgetown University Outlaw's "Ally" award for our work on LGBT issues. The Firm also ranked as one of Multicultural Law Magazine's top 50 firms for diversity. Several of our attorneys have been honored for their contributions to diversity work by the National Asian Pacific American Bar Association, the National LGBT Bar Association, the American Bar Association, and the National Law Journal, among others.