**LEADERSHIP**

**Head of Firm**

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<td>Tim House; Senior Partner, US &amp; Latin America</td>
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**Executive Committee**

Total Number of Attorneys on Committee: 11

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DEI Professional
Does the firm have a chief diversity officer, director of diversity, or other professional(s) leading the firm’s diversity, equity, and inclusion initiatives?
Yes

Name and Title
Dennis Quinio; Chief Diversity, Equity and Inclusion Officer of the Americas

Elizabeth Leckie; Partner, Regional DEI Partner for the Americas

Alyssa James; Diversity, Equity and Inclusion Coordinator

DEI Committee
Does the firm have a diversity, equity, and inclusion committee or the equivalent? Yes
In what year was the committee formed?
2008

Total Number of Attorneys on DEI Committee: 18

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Disability not reported

Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? N/A

Does the firm have a non-discrimination policy in the employee handbook or elsewhere in firm materials? Yes
ATTORNEY DEMOGRAPHICS

Attorney Headcount

279 Total attorneys in U.S. offices

2,853 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

169 Total number of U.S.-based associates

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### U.S. Equity Partners

85 Total Equity Partners

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# 2022 Vault Law Firm Diversity Survey

## U.S. Counsel / Of Counsel

25 Total Counsel / Of Counsel

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## U.S. Non-Partner-Track Attorneys

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A&O does not currently track attorneys as non-partner track
### U.S. Law Clerks

28 Total Law Clerks

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### U.S. Office Managing Partners

7 Total U.S. Office Managing Partners

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In terms of gender, we have a global target goal of 40% women at every level, 30% partner promotion candidates every year and 30% of women in non-elected leadership positions. Our women associate population has remained constant at 50%, our women senior associate population has grown from 35% to 45% in the last 5 years, and our women counsel population has grown from 30% to 40% in the last 5 years. The number of women on our Board and Executive Committee have also risen to 25% and 31% respectively. Our targets for race, ethnicity and LGBTQ+ inclusion in the US have been under active consideration by US stakeholders, who were awaiting confirmation of a number of key arrivals/appointments, the US Head of Graduate Recruitment and Chief Diversity Officer of the Americas, Positions for which we hired in March and May of 2022. In 2022, we are establishing metrics for recruitment, retention, and promotion of historically underrepresented groups. Examples of outcomes include: (1) Lateral Partners: As part of the recent growth efforts at A&O in the U.S., we have hired 30 partners since January 2020. Of those, 50% are from a historically underrepresented group including: 20% women, 23% racially/ethnically diverse, 20% LGBTQ+. While we are proud of the efforts made, we know we need to continue to increase the focus on recruiting diverse partner talent, especially in regards to gender and race/ethnicity.

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### U.S. Hiring Committee

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### FORMAL PROCESSES AND GOALS

#### Metrics

Does the firm provide a formal means for attorneys to voluntarily disclose any of the following?
- **Yes** Racial/ethnic identity
- **Yes** Gender identity and gender expression
- **Yes** Sexual orientation
- **Yes** Disability

#### Measurement

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?
- **Yes** If yes, describe the firm's targets:
  - In terms of gender, we have a global target goal of 40% women at every level, 30% partner promotion candidates every year and 30% of women in non-elected leadership positions. Our women associate population has remained constant at 50%, our women senior associate population has grown from 35% to 45% in the last 5 years, and our women counsel population has grown from 30% to 40% in the last 5 years. The number of women on our Board and Executive Committee have also risen to 25% and 31% respectively. Our targets for race, ethnicity and LGBTQ+ inclusion in the US have been under active consideration by US stakeholders, who were awaiting confirmation of a number of key arrivals/appointments, the US Head of Graduate Recruitment and Chief Diversity Officer of the Americas, Positions for which we hired in March and May of 2022. In 2022, we are establishing metrics for recruitment, retention, and promotion of historically underrepresented groups. Examples of outcomes include: (1) Lateral Partners: As part of the recent growth efforts at A&O in the U.S., we have hired 30 partners since January 2020. Of those, 50% are from a historically underrepresented group including: 20% women, 23% racially/ethnically diverse, 20% LGBTQ+. While we are proud of the efforts made, we know we need to continue to increase the focus on recruiting diverse partner talent, especially in regards to gender and race/ethnicity.
2022 Vault Law Firm Diversity Survey

Accountability

Has the firm set formal, measurable targets for increasing diversity in recruitment, retention, promotion, and/or leadership?

No

If yes, explain how the firm holds partners accountable for DEI achievements?
DEI Training
Which of the following steps has the firm undertaken to bolster diversity, equity, and inclusion awareness among attorneys and staff?

- No Provides annual DEI training that addresses implicit bias for all attorneys
- No Provides annual DEI training that addresses implicit bias for all attorneys and staff
- Yes Provides DEI training specifically for firm leadership/managers/department chairs
- No Includes DEI training in on-boarding process for new associates and/or summer associates
- No Retained a DEI consultant to conduct a cultural assessment or review firm processes

If applicable, describe any other initiatives taken:
RECRUITMENT AND HIRING

HBCUs
Does the firm recruit at law schools of Historically Black Colleges and Universities (HBCUs)?

Yes

If yes, which HBCUs does the firm hire from?
Howard

Law Schools
Does the firm recruit at any other law schools specifically for diversity purposes, such as institutions with significant populations of students of color? (Note that we are looking for intentional recruiting efforts to broaden the pool of applicants and extend more opportunities to diverse students.)

No

If yes, which law schools does the firm recruit at specifically for diversity purposes?
### Scholarships

Does the firm offer scholarships, internships, or fellowships to diverse law students?

Yes

If yes, provide the following:

<table>
<thead>
<tr>
<th>Description, opportunities available, and link</th>
<th>Number awarded in 2021</th>
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### Internships

Link:

### Fellowships

Link:
Career Fairs
Does the firm participate in legal diversity career fairs?
Yes

If yes, list the diversity career fairs in which the firm participates
Lavender Law; NEBLSA

Combating Implicit Bias
What steps has the firm taken to combat implicit bias in recruiting (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

During the summer of 2019, held mandatory Interrupting Bias - How to be an Ally training for all partners, associates, and staff as a follow up to our annual Unconscious Bias Training. In 2020, we began the roll out an advance interrupting bias training focused on partners in charge of internal partner promotions that we've continued through 2021. Our partners and people managers also undertake implicit bias training-within which we are now also raising awareness of "micro inequities"-as well as training to ensure everyone receives effective sponsorship, regardless of gender, race, sexual orientation, or social background.
Summer Associates
In what ways does the firm support diverse summer associates (e.g., mentoring, training, events, etc.)?

From the moment the summers accept their offer, they are invited to our various DEI affinity group and office events, speakers, panels. Our affinity groups host specific events during the summer. We partner with SEO, an organization that provides fellowships to Black, Hispanic, and Native American pre-law students who are enrolled in a top tier law school an opportunity to join a law firm prior to their 1L year. We now have one SEO Fellow per office, and our first New York SEO fellow is expected to join as a first year associate in 2022. Additionally, we were inaugural members of SEO’s Catalyst program, which supports racially and ethnically diverse college students through the law school application process including mentorship from our attorneys.
1L Summer Associates

Does the firm hire 1L summer associates?

No

0 Total 1L summer associates at the firm in 2021

<table>
<thead>
<tr>
<th>Demographics</th>
<th>Men</th>
<th>Women</th>
<th>Nonbinary</th>
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</table>

Diversity Program Participants

If applicable, how many of the law students who participated in the firm’s 1L summer associate program in 2020 were hired through the firm’s diversity scholarship/internship/fellowship program?
## 2L Summer Associates

**Did the firm hold a 2L summer program in 2021?** Yes

12 **Total 2L Summer Associates at the Firm in 2021**

<table>
<thead>
<tr>
<th>Demographics</th>
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## 2L Summer Associates Who Received Offers

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## 2L Summer Associates Who Accepted Offers

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Diversity Program Participants
How many of the law students who participated in the firm’s 2L summer associate program in 2021 were hired through the firm’s diversity scholarship/internship/fellowship program?

New Attorneys Hired

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Mandatory Arbitration

No Does the firm require associates to agree to mandatory arbitration as a condition of employment?
N/A Does the requirement also apply to summer associates?

If yes to mandatory arbitration, elaborate on mandatory arbitration provisions:
CULTURE AND COMMUNITY

Affinity Groups
Does the firm have internal affinity groups or networks?
Yes
If yes, list the firm’s affinity groups:

2022 Vault Law Firm Diversity Survey

**Affinity Groups Cont’d**

What kind of support does the firm provide for its affinity groups or networks?

In 2021 we launched our inaugural A&O U.S. DE&I Recognition Award Ceremony, which publically acknowledged the many contributions of our affinity groups as well as specific individuals who have contributed in a significant way to A&O’s DE&I goals. The awards given to affinity groups were: Educational & Awareness Raising Program/Event, Intergroup Collaboration Program/Event, Mentoring and/or Training Program/Event and Affinity Group with the Greatest Overall Contribution. The awards given to individuals were: The Individual DE&I Champion Awards and the U.S. Senior Partner Award for Excellence in DE&I, given to an associate for demonstrating dedication and excellence in DE&I, being a role model and a leader and holding themselves and others accountable of allyship, and engagement across the spectrum of DE&I.

There are a multitude of challenges that A&O, like other firms, has faced in advancing our DE&I objectives. Most firms face similar challenges (e.g., retention of diverse attorneys in a current lateral climate), while others are more endemic (e.g., changes presented as a result of our recent growth in the U.S.). The recent attention on DE&I in law firms has presented multiple opportunities and increased engagement, but also highlighted gaps such as increased awareness of what isn’t being done, intense pressure from clients to create bespoke DE&I reports, increased busyness of our lawyers and staff and feelings of isolation brought on by the continuing remote working, which is coupled with reduced social interaction and ability to feel recognized for the work being undertaken.

Faced with these challenges, A&O instituted many initiatives that have helped to address these challenges including the inaugural DE&I Recognition & Award ceremony; enhanced structured panel interviews; focus on allyship and intersectionality; connecting the various affinity groups to promote social interaction, mentor, and community; being able to much more easily utilize the global nature of the firm and collaborate with affinity groups across the firm (e.g., global A&Our Pride Event; global affinity group meetings; combined educational programming). The virtual environment has also increased access to a wide audience, bringing in those who might not normally attend in-person events including for new joiners to the firm.
DEI Events

Does the firm host DEI retreats or conferences? No
Does firm leadership attend these events?

If applicable, provide more detail on the firm's DEI events:

N/A
Reverse Mentoring

Does the firm offer reverse mentoring, pairing senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

Yes

If applicable, elaborate on the firm’s reverse mentoring program:
Over five years ago, the firm began the Reverse Mentoring program pairing diverse midlevel associates with senior leaders in the firm. The program was highly successful and has been expanding. Similarly, we’ve paired with one of our large, international banking clients to establish a reverse mentoring program between our attorneys and their in-house counsel. This program, now several years in, has been highly successful and is anchored by educational and training events that address relevant diversity topics such as antiracism and multiculturalism.
The Associates Council is a council nominated by the US associates themselves. They meet periodically to discuss issues relevant to the associate body and will request to discuss a certain issue(s) with the Management Committee. The Management Committee will also reach out to get the Associates Council’s view (e.g. on a potential new policy which may affect them). The associates committee will then act as a sounding board.
Combating Structural Racism

Is the firm a member of the Law Firm Antiracism Alliance (LFAA)? Yes

Cultural Awareness

How does the firm commemorate important dates honoring diversity?

The affinity group that serves each community will often host a firm wide speaker event as well as an event in celebration of the date/month. The event can range from a small gathering exclusively for affinity group members, to a firm wide discussion, panel, etc. to reflect on the important date/month. For example, the first event for Black History Month in 2018 focused on "Why it's important to talk about racial and ethnic inequality in Big Law." In addition, our Black and Latinx Affinity Group (BLAG) hosted a series of inspiring lunch & learn, panel discussions, receptions and various volunteer opportunities. For Black History Month in 2021, BLAG also hosted a trivia night and virtual jazz show in addition to a guest speaker. In honor of Latinx Heritage Month in 2021 the group hosted a virtual salsa night and a trivia night, partnered with a local high school and invited A&O attorneys and staff to speak about their careers and experiences, hosted a panel for A&O attorneys with Latinx practitioners from the private sector, government, in-house, and also a Judge, and disseminated a digital cookbook that highlighted a dish from Latinx lawyers' countries of origin. BLAG has provided knowledge and raised awareness on the impact of racial and ethnic inequality and social injustice. We are very proud of the work this group has done over the years and we are very excited to support them as we grow as a firm together. On International Women's Day our Women's Committee affinity group hosted an amazing book reading event and have disseminated a mix of inspirational cards, hosted speakers and hosted panels in celebration of Women's History Month. Each year, AAN leads the U.S. offices in celebrating Asian Pacific American Heritage Month (APAHM) in May, and organizes celebratory events highlighting the various Asian cultures represented by the firm's members, as well as educational events to promote community engagement and cultural awareness. In the past two years, while working from home, AAN developed creative ways to continue the tradition and successfully executed virtual programs to enhance connectivity of its members and the broader diverse talent base at A&O. The virtual APAHM celebration featured several events culminating in a virtual trial reenactment in collaboration with AABANY to reenact and discuss the historic trials of Vincent Chin's murder and the Chy Lung Women, which marked significant turning points for Asian American legal history in pursuit of civil rights. In both years, the trial reenactments were widely attended by firm members and leadership as well as external clients and students from Asian law student organizations. In addition to the trial reenactment, AAN organized a series of virtual events fostering discussion and solidarity amid the pandemic, including an office-wide virtual reception, a trivia questionnaire on Asian American history, an AAN Cookbook, and a watch list of Asian movies and shows recommended by firm members.
Mentoring & Sponsorship
Does the firm offer a mentorship or sponsorship program that connects diverse attorneys with senior leadership?
Yes

If applicable, describe the mentoring or sponsorship program
We expanded our reverse mentoring program in terms of both mentors and mentees to ensure that our leadership teams are having dialogue with people from all diversity strands. Members of the Senior Leadership (any Managing Partner, Senior Partner, Practice Group Heads) all have reverse mentors with monthly check-ins.
Professional Development

Does the firm offer professional development programs specifically for diverse attorneys?
Yes

If applicable, elaborate on the professional development programs available to diverse attorneys:

A&O prides itself on our training and development programs, which are very robust and support attorney development from junior associates through senior partners. Our Emerging Leaders training, formerly only offered to more senior associates, was opened up to a more junior associates, hoping to add transparency to the partnership progression process as well as to help focus the development of associates from an earlier stage in the careers. This was expanded in 2021 to include a focus on racially and ethnically diverse associates. Similar opportunities include: (1) Forming a global cohort specifically for Emerging Female Leaders who are supported to take a leadership role in the firm and to be active role models; (2) Targeting junior diverse and women associates through A&O Making Their Mark, and inspiring and developing them to continue their careers at A&O; (3) A&O Women in Intellectual Property group to support the growth and career success of women in IP; (4) Building your Book of Business training sessions for senior women associates and senior counsel; (5) Participation in the AABANY Leadership Development Program to ensure that Asian American attorneys obtain the skills they need to obtain leadership positions in the law.”
Work Allocation

Does the firm monitor work distribution to ensure that diverse attorneys have equal access to quality assignments and significant client matters?

Yes

Describe how the firm monitors work distribution

We continuously monitor how we manage our people to ensure that everyone has equal access to opportunities. In addition, we have processes in place to monitor and ensure that diversely identified individuals are allocated challenging, high profile and career enhancing assignments, and have equal access to clients, committee appointments, marketing efforts and firm events. We are also increasingly leveraging data analytics capability to give us insight to identify further barriers and opportunities to enabling equal access. All partners now monitor and report on talent pipelines and individual plans for development, which gives us better visibility of our diverse colleagues’ careers early on, as well as our long-term pipeline. Ensuring a proactively inclusive approach to work allocation is a key focus for the firm. Following a successful pilot, we are rolling out a work allocation system. Partners and senior associates have had regular training to ensure that this is embedded, including unconscious bias.
External Professional & Business Development Opportunities

Does the firm support associate involvement in external activities related to diversity, equity, and inclusion, such as the following?

Yes  Pays for associate membership in diversity bar associations or other affinity organizations
Yes  Sponsors associate participation in diversity, equity, and inclusion conferences
Yes  Supports associate participation in other external DEI-related activities, events, or organizations (please describe):

(1) NYC Bar ALI program; (2) AABANY’s Leadership Development Program; (3) Muslim Bar Association of New York (MuBANY) & Eid al Fitr: In 2018, we joined with MuBANY to host the first Eid al Fitr event (as far as we understand) at a Big Law NYC firm. The event was very well received and even led to a student applying for our summer class (they are now an associate at A&O); 2022 will be our fourth annual sponsorship of Eid al Fitr; (3) Virtual Trial Reenactments. In 2020, our Asian Affinity Network began collaborating with the Asian American Bar Association of New York (AABANY) to host the trial reenactment “Remembering the Murder of Vincent Chin” for Asian Pacific Heritage Month. Like many plans, these had to be adjusted to a virtual setting early on in the pandemic. The AAN did a tremendous job pulling this off with members from across the firm participating as actors in the reenactment. The event was widely attended, both internally and externally, including bar associations, clients, and peer law firms. Not to be outdone, they hosted the second annual virtual trial reenactment “Lewd Women (Chy Lung v. Freeman)” in 2021, which included AABANY law school students as actors and Q&A between A&O partner John Hwang and U.S. Congresswomen Grace Meng.; (4) Client Reverse Mentoring Program: Partnering with a key U.S. banking client on a reverse mentoring program between their in-house lawyers and A&O's.
Countering Implicit Bias
Has the firm implemented processes to mitigate implicit bias in work allocation, performance reviews, and/or promotions?
Yes

If applicable, describe the firm’s initiatives to mitigate implicit bias:
In 2020, we began the roll out an advance interrupting bias training focused on partners in charge of internal partner promotions that we’ve continued through 2021. Our partners and people managers also undertake implicit bias training-within which we are now also raising awareness of "micro inequities"-as well as training to ensure everyone receives effective sponsorship, regardless of gender, race, sexual orientation, or social background.

Upward Reviews
Does the performance review process include the opportunity for associates to provide anonymous upward reviews?
Yes

If applicable, describe the firm’s initiatives to mitigate implicit bias:
As part of our first year lateral partner reviews and biennial partner reviews, we solicit feedback from associates of partners being reviewed across qualitative and quantitative measures. This feedback is shared anonymously with reviewer and reviewee partners.
The firm's local and global management review, on a monthly basis, a range of personnel related data that includes detailed diversity and recruitment data to measure progress on a range of criteria (e.g., talent pipeline diversity, affinity group activity, Mansfield Certification 3.0 progress) to ensure that we achieve the goals we've set out. In addition, we analyze the effect of our mentorship and training objectives. For example, the firm's Gender Diversity strategy has specific metrics in place (e.g., all global practice group partner nomination are required to have 40% female by 2022 or else face reductions in the overall nominations) and we regularly hold employee surveys (annual engagement survey; annual gender talent pipeline survey). We also follow benchmarking surveys like Diversity Lab’s Mansfield Rule - where we are Certified Plus.

### Multi-tier Partnership

**Does the firm have a multi-tiered partnership?** No

### Alternatives to Partnership

**Does the firm have a multi-tiered partnership?** No

If applicable, describe the alternatives to partnership:

Homegrown Partners
Please provide the percentage of equity partners at the firm as of December 31, 2021 who started as associates at the firm.
27%

Promotions to Partnership

3 Total Number of Attorneys Promoted to Partner in 2021 (includes promotions effective in 2021, not announced in 2021)

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BILLABLE HOURS AND COMPENSATION

Credit for DEI Work
Does the firm provide billable credit for work contributing to diversity, equity, and inclusion efforts (e.g., with respect to recruiting or business development)? Note that this does not include pro bono projects.
Yes

If so, how many hours can be applied to the firm’s billable hour target?
150

Compensation
Are associate salaries lockstep or discretionary?
Lockstep
Bonuses
Are associate bonuses lockstep or discretionary?
Lockstep

If salaries and/or bonuses are discretionary or hybrid: Does the firm publish compensation ranges or actual compensation for each associate?
N/A

Flex-time Policy
Does the firm have a formal flex-time policy?
Yes

Reduced-hours Policy
Does the firm have a formal reduced-hours policy?
Yes

Partnership Eligibility
Do attorneys who take advantage of the firm’s reduced-hours or flex-time options remain eligible for partnership?
Yes

Please explain how working an alternative schedule may affect an associate’s path to partnership:
Working an alternative schedule does not affect an associate’s path to partnership.
A&O provides family planning resources through WINFertility, a division of our Empire medical insurance. We offer retrieval and storage of eggs, embryos and sperm, plus $25,000 toward surrogacy or adoption. No diagnosis of infertility is required, which means that same-sex couples can use the benefit, or women could decide to preserve their eggs, or men their sperm, for any reason and no one has to prove they are infertile before availing themselves of this benefit. Additionally, regular routine maternity care, well-woman care and well-child care is also provided by our medical insurance.

**Family-planning Resources**

Does the firm offer any fertility or family-planning benefits, such as in-vitro fertilization, egg freezing, adoption or surrogacy support?

Yes

If applicable, describe the family-planning resources available:

A&O provides family planning resources through WINFertility, a division of our Empire medical insurance. We offer retrieval and storage of eggs, embryos, and sperm, plus $25,000 toward surrogacy or adoption. No diagnosis of infertility is required, which means that same-sex couples can use the benefit, or women could decide to preserve their eggs, or men their sperm, for any reason and no one has to prove they are infertile before availing themselves of this benefit. Additionally, regular routine maternity care, well-woman care, and well-child care is also provided by our medical insurance.
Parental Leave for Adoption
Does the firm offer parental leave for adoption?
Yes

If yes, is the adoption leave gender neutral?
Yes

Primary & Secondary Caregivers
Does the firm’s parental leave policy distinguish between primary and secondary caregivers?
No

If yes: In what way does the firm’s policy distinguish between primary and secondary caregivers?
N/A

If yes: How much paid leave is available to primary caregivers?
N/A

If yes: How much paid leave is available to secondary caregivers?
N/A

If no: How much paid leave is available to those taking parental leave?
12 weeks
Parental Leave Policy

Describe the firm’s parental leave policy.

Employees who welcome a new child to their family may take up to twelve (12) weeks of Paid Parental Leave regardless of how they become a parent (e.g., childbirth, adoption or surrogacy). Employees who give birth may also take up to eight (8) additional weeks of paid childbirth disability leave. The firm offers parental coaching for working parents through Executive Coaching Consultancy, as well as back-up childcare through Bright Horizons.
Support for Parents

What steps has the firm taken to support parents and ensure that their parental status does not adversely affect their opportunities for career advancement?

- Yes  Pro rates billable requirements / credit / bonus targets for parents who take leave
- No  Provides resources for nursing mothers, such as private nursing rooms, breast milk storage, or breast milk shipping
- Yes  Offers child care resources, such as onsite day care, back-up child care, etc.
- Yes  Provides programs to assist new parents transitioning to leave and/or returning to work after leave (e.g., ramp up/ramp down, flexible hours, Mindful Return)

Feel free to elaborate on the nature of programs and resources the firm makes available to parents.
INCLUSIVENESS AND ACCESSIBILITY

Equity in Benefits
Do the firm’s health care benefits, family leave, and bereavement leave include same-sex spouses and domestic partners?
Yes

LGBTQ+ Inclusivity
What steps has the firm taken to create an inclusive environment for transgender and gender non-conforming individuals?
Yes Provides gender-neutral restrooms/facilities
Yes Offers health insurance plans that provide equitable benefits for transgender employees and dependents
Yes Provides an opportunity for employees to share preferred pronouns
Yes Uses gender-neutral pronouns in its policies and materials
Yes Non-discrimination policy explicitly includes gender identity and expression as a protected category
No Other (please elaborate):

Accessibility
What steps has the firm taken to create an inclusive environment for attorneys with disabilities?
Yes Has evaluated and addressed issues of accessibility in firm buildings, workspaces, and parking facilities
Yes Has a clear and well-communicated process for attorneys to request accommodations or raise other workplace concerns
Yes Non-discrimination policy explicitly includes disability as a protected category
No Other (please elaborate):
### Departures among U.S. Associates

46 Total Number of Departures among Associates in 2021.

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### Departures among U.S. Partners

0 Total Number of Departures among U.S. Partners in 2021.

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### Departures among U.S. Counsel / Of Counsel and Non-Partner-Track Attorneys

7 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2021.

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All 7 are counsel - A&O has Counsel, but they are not Non-Partner Track attorneys. A&O does not currently track attorneys as non-partner track.
Our action plan is centered on recruitment, retention, and culture. Additionally, we help our people better understand the actions we have taken in recent years and what we plan to do to make continual improvements. Therefore, our key priorities are to:

1. Understand and address the points in our processes that may act as barriers to attraction, retention, and progression of women, the LGBTQ+ community, and those from underrepresented racial and ethnic groups (UREGs): We are working hard to build a culture where everyone at A&O works to understand the challenges that diverse attorneys face and plays their part in removing those challenges. Our ongoing projects to support all of our people include: (1) identifying and tracking racially and ethnically diverse talent internally and ensuring that effective mentoring and sponsorship is in place; (2) creating a reverse mentoring program in which more junior lawyers and support staff mentor senior partners to give broader insight into A&O; (3) developing a comprehensive, U.S-wide curriculum on DEI learning for all our people, at all roles and levels, including training on unconscious bias, cultural competency, and allyship; (4) reviewing and, where necessary, improving parental leave practices internationally, and providing parental transition coaching; (5) encouraging more people, support staff and lawyers alike, to take up flexible working options; (6) developing training incorporating live polling to draw real-world feedback to help our people consider the nuances of implicit bias, and how to interrupt it as an active ally.
Top Three Accomplishments

What are the firm’s top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

1. Establish a robust, diverse pipeline of talent: We are increasing external participation in diversity programs, especially with notable organizations, to build a strong pipeline of lawyers from UREGs and to support professionals to drive better representation at more senior levels. Our ongoing projects, in addition to those mentioned above, include: (1) participation in Sponsors for Educational Opportunity (SEO) program, (2) publishing regular interviews, “Conversations about Race,” with colleagues, as we know that dialogue promotes openness and understanding around these issues, (3) a global Partner DEI Speaker series, and (4) our 2L Law School DEI Scholarship, where law school student diversity scholarships are awarded to two top students from UREGs who choose to join A&O’s 2L summer associate program.
Top Three Accomplishments

What are the firm’s top three accomplishments or areas in which the firm has had its greatest success with respect to fostering diversity, equity, and inclusion within the firm?

#3

(3) Set high expectations for our goals around representation: Having reached or exceeded a number of the gender representation goals we set ourselves in 2018, we have recently revisited them, and our Board has approved new increased global gender representation goals and objectives. They are now to:

- Increase the proportion of women partners year on year, with the ultimate goal of 50% women partners
- Grow the proportion of women lawyers to 50% at every level (below partner)
- Associate population has remained constant at around 50%
- Senior associate population has grown from 35% to 48% in the last five years
- Counsel population has grown from 30% to 40% in the last five years
- Ensure at least 30% representation of women in non-elected leadership positions

In 2022, we are developing a similar methodology with accountability requirements to be put in place for race/ethnic diversity.
Top Three Priorities
What are the firm’s top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#1
(1) Fostering Internal DE&I Focused Efforts: Creating lasting, impactful change requires meaningful commitment. A&O is proud to have formalized two key initiatives intended to create incentives for our people to support DEI and recognize those who demonstrate extraordinary efforts in championing DEI. Beginning in 2021 in the U.S., any mix of up to 150 DE&I and/or Pro Bono/Community Involvement hours can be credited by our lawyers towards billable hours. Also, in 2021, A&O instituted a unique DE&I Recognition Awards Ceremony to recognize the outstanding contributions of A&O individuals and groups to DE&I. We recognized individual DE&I champions as well as one A&O member who demonstrated excellence in every aspect of being a DE&I champion with our U.S. Senior Partner Award.
2022 Vault Law Firm Diversity Survey

Top Three Priorities

What are the firm’s top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#2

(2) Achieving Increased External Recognition of DE&I Efforts: The firm has received multiple accolades from organizations for its efforts to support DE&I in the legal profession as a whole.

- HRC’s Corporate Equality Index, Best Places To Work (for many years running);
- Yale Law Women Annual Top Firms for Gender Equity and Family Friendliness (2020)
- Diversity Lab’ Mansfield Certified Plus 5.0 (two years in a row, including 2021);
- Diversity Lab & Chiefs in Intellectual Property (ChiPS), Blue Print “Do Something Hard” (2021);
- Asian American Bar Association of New York Law Firm Diversity Award (2022);
- Stonewall Top Global Employer (fourth year running in 2022)
2022 Vault Law Firm Diversity Survey

Top Three Priorities
What are the firm’s top three priorities for advancing diversity, equity, and inclusion within the firm moving forward?

#3
(3) Embedding Key U.S. Resources and Integrating Accountability Into Our Global Strategy: In 2022, A&O appointed its first Chief Diversity, Equity & Inclusion Officer Americas, to drive forward A&O’s DE&I strategy in the U.S., along with the addition of a U.S.-based full-time DE&I Coordinator. Following a period of tremendous growth in the region, A&O's investment in these high-level and critical roles is intended to build upon successes achieved in the U.S. and position A&O as a DE&I leader in the Americas. A&O's expanded U.S. DE&I team works hand-in-hand with colleagues from the firm's established global DE&I function to address local and regional needs with the vast knowledge base and resources of its global network. Part of A&O's global DE&I strategy is to increase representation among various groups, including women. Since 2018, at least 50% of our U.S. internal partner promotions have been women. In 2022, 23% of our partners globally are women, up from 18% in 2018. We’re proud of our progress, but know we have much more to accomplish.
ADVICE TO CANDIDATES

Advice
What advice do you have for candidates who are looking for a diverse and inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm’s commitment to diversity, equity, and inclusion?

(1) Indications of openness and respect should be apparent in both a Firm’s work environment and in the work they do. At Allen & Overy, we prioritize: empathy, camaraderie, and ensuring that all our people feel valued. We are committed to providing a platform in which everyone can thrive.

(2) During interviews don’t be afraid to ask about how DE&I fits into an employer’s strategic business priorities. Allen & Overy's tradition is one of providing superior client service through the sharing of varied perspectives and life experiences, to generate fresh ideas and creative solutions.

(3) DE&I are core tenets at A&O, because any business that wants to build a sustainable future can hardly afford to constrain itself by stifling the creativity and innovation inclusion affords. We know that to excel, we must foster an environment where our people feel they belong. Seek out tangible examples of proactive steps a Firm takes to make its people feel comfortable and confident to be whomever they truly are. Ours is an environment where people are made to feel comfortable bringing their authentic selves to work, and students owe it to themselves to find a place where they can do the same, each day.