



ALLEN & OVERY

ALL IN

Allen & Overy is committed to supporting a culture that drives diversity, equity and inclusion. Every day, we're working hard to create an environment where everyone feels that they can bring their authentic selves to work. To be comfortable and confident to be who they are in the workplace. To feel like they belong. To be All In.

ALL
IN

Allen & Overy LLP

2023 Vault Law Firm Diversity Survey



LEADERSHIP

Head of Firm

Name and Title	Race/Ethnicity	Gender	Add'l Demo
Wim Dejonghe, Senior Partner		Male	
Gareth Price, Managing Partner		Male	

Executive Committee

Total Number of Attorneys on Committee: 9

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	9	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	8	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

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 & Inclusion Officer - Americas

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: 15

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	11	4	0	0
American Indian or Alaska Native	1	0	0	0
Asian	2	1	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	7	3	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	8	1	0	0
LGBTQ+ Individuals	7	1		
Individuals with Disabilities	1	0	0	0

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

2023 Vault Law Firm Diversity Survey

ATTORNEY DEMOGRAPHICS

Attorney Headcount

320 Total attorneys in U.S. offices

2,837 Total attorneys worldwide (including all U.S. and global offices)

U.S. Associates

173 Total number of U.S.-based associates

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	97	76	0	0
American Indian or Alaska Native	1	0	0	0
Asian	8	27	0	0
Black or African-American	2	2	0	0
Hispanic or Latinx	9	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	61	37	0	0
Two or More Races	3	2	0	0
Other or Unknown	13	5	0	0
Additional Demographics	19	14	0	0
LGBTQ+ Individuals	16	10	0	0
Individuals with Disabilities	3	4	0	0

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U.S. Equity Partners

90 Total Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	69	21	0	0
American Indian or Alaska Native	1	0	0	0
Asian	6	4	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	50	14	0	0
Two or More Races	1	2	0	0
Other or Unknown	9	0	0	0
Additional Demographics	14	3	0	0
LGBTQ+ Individuals	13	3	0	0
Individuals with Disabilities	1	0	0	0

U.S. Non-Equity Partners

0 Total Non-Equity Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	0	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Counsel / Of Counsel

33 Total Counsel / Of Counsel

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	15	18	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	6	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	8	0	0
Two or More Races	1	1	0	0
Other or Unknown	1	3	0	0
Additional Demographics	1	3	0	0
LGBTQ+ Individuals	1	1	0	0
Individuals with Disabilities	0	2	0	0

U.S. Non-Partner-Track Attorneys

6 Total Non-Partner-Track Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	3	3	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	1	0	0
Two or More Races	1	0	0	0
Other or Unknown	0	1	0	0
Additional Demographics	1	0	0	0
LGBTQ+ Individuals	1	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Law Clerks

22 Total Law Clerks

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	15	7	0	0
American Indian or Alaska Native	0	0	0	0
Asian	2	2	0	0
Black or African-American	0	2	0	0
Hispanic or Latinx	2	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	1	1	0	0
Additional Demographics	4	1	0	0
LGBTQ+ Individuals	3	1	0	0
Individuals with Disabilities	1	0	0	0

U.S. Office Managing Partners

3 Total U.S. Office Managing Partners

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	3	0	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

U.S. Hiring Committee

34 Total U.S. Hiring Committee Attorneys

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	18	16	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	4	0	0
Black or African-American	1	0	0	0
Hispanic or Latinx	1	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	10	8	0	0
Two or More Races	1	2	0	0
Other or Unknown	2	0	0	0
Additional Demographics	5	3	0	0
LGBTQ+ Individuals	5	3	0	0
Individuals with Disabilities	0	0	0	0

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 2018, we adopted a strategy that includes measurements (e.g., 36% of internal partner promotion candidates must be female). Women constitute 33% of our elected board members; 38% of our Executive Committee; 50% of Risk Committee; & 42% of our People & Performance Board. Having reached or exceeded a number of the gender targets we set ourselves in 2018, we have revisited them and our Board has approved new increased targets and objectives. They are now to: (1) Increase the proportion of women partners year on year, taking time to recognize progress but always having the ultimate goal of 50% women partners. Overall, we are now at 25% women partners globally, up from 18% in 2018. That is some way off from where we would like to be, but we've always known that growth would be incremental because we are working to tackle the root causes of gender imbalance, not just headline figures; (2) Ensure that at least 50% of partner candidates globally are women. In 2022, our ratio was 36%; (3) Grow the proportion of women lawyers to 50% at every level (below partner). In the last five years associate population has remained constant at around 50%, senior associate population has grown from 35% to 48%, and counsel population has grown from 30% to 40%; (4) Ensure at least 30% representation of women in non-elected leadership positions: women constitute 1/3 of our Board and Executive Committee.

2023 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?

2023 Vault Law Firm Diversity Survey

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:

2023 Vault Law Firm Diversity Survey

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?

2023 Vault Law Firm Diversity Survey

Scholarships

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

No

If yes, provide the following:

Description, opportunities available, and link	Number awarded in 2021
Scholarships	

Link:

Internships

Link:

Fellowships

Link:

2023 Vault Law Firm Diversity Survey

Career Fairs

Does the firm participate in legal diversity career fairs?

Yes

If yes, list the diversity career fairs in which the firm participates

NEBLSA, Lavender Law, Hispanic National Bar Associate Corporate Counsel Conference

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. We continue to hold these mandatory implicit bias trainings for all employees and specifically host a refresher training ahead of interview seasons. Attorneys participating in any interviews are provided an "interview guide." This guide reiterates portions of the training, so the conversations remain focused on appropriate attributes and accolades of the candidates.

2023 Vault Law Firm Diversity Survey

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.

2023 Vault Law Firm Diversity Survey

1L Summer Associates

Does the firm hire 1L summer associates?

Yes

3 Total 1L summer associates at the firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	1	2	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	1	0	0
Black or African-American	1	1	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	0	0	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	2	0	0
LGBTQ+ Individuals	0	2	0	0
Individuals with Disabilities	0	0	0	0

Diversity Program Participants

If applicable, how many of the law students who participated in the firm’s 1L summer associate program in 2021 (2 years ago) were hired through the firm’s diversity scholarship/internship/fellowship program?

2023 Vault Law Firm Diversity Survey

2L Summer Associates

Did the firm hold a 2L summer program in 2022? Yes

24 Total 2L Summer Associates at the Firm in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	8	12	0	4
American Indian or Alaska Native	0	0	0	0
Asian	2	2	0	0
Black or African-American	3	3	0	1
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	5	0	1
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	2
Additional Demographics	1	4	0	3
LGBTQ+ Individuals	1	1	0	2
Individuals with Disabilities	0	3	0	1

2L Summer Associates Who Received Offers

24 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	8	12	0	4
American Indian or Alaska Native	0	0	0	0
Asian	2	2	0	0
Black or African-American	3	3	0	1
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	5	0	1
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	2
Additional Demographics	1	4	0	3
LGBTQ+ Individuals	1	1	0	2
Individuals with Disabilities	0	3	0	1

2L Summer Associates Who Accepted Offers

23 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	8	11	0	4
American Indian or Alaska Native	0	0	0	0
Asian	2	2	0	0
Black or African-American	3	3	0	1
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	4	0	1
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	2
Additional Demographics	1	4	0	3
LGBTQ+ Individuals	1	1	0	2
Individuals with Disabilities	0	3	0	1

0

2023 Vault Law Firm Diversity Survey

Diversity Program Participants

How many of the law students who participated in the firm’s 2L summer associate program in 2022 were hired through the firm’s diversity scholarship/internship/fellowship program?

New Attorneys Hired

86 Total 2L Summer Associates Received Offers

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	47	39	0	0
American Indian or Alaska Native	0	0	0	0
Asian	8	14	0	0
Black or African-American	2	3	0	0
Hispanic or Latinx	4	2	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	23	18	0	0
Two or More Races	2	1	0	0
Other or Unknown	8	1	0	0
Additional Demographics	5	6	0	0
LGBTQ+ Individuals	4	0	0	0
Individuals with Disabilities	1	6	0	0

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:

2023 Vault Law Firm Diversity Survey

CULTURE AND COMMUNITY

Affinity Groups

Does the firm have internal affinity groups or networks?

Yes

If yes, list the firm's affinity groups:

We have 6 U.S. affinity groups: A&Out, Asian Affinity Network, Access Ability, Black & Latinx Affinity Group, Families & A&O, Women's Committee.

2023 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 publicly 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, Mentoring and/or Training Program/Event, and Affinity Group with the Greatest Overall Contribution. The awards given to individuals were: The Affinity Group New Member MVP, Allyship Award, DEI Trailblazer, 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., A&Out and BLAG host "Black Queer Pioneers who Shaped History with Channing Gerard Joseph; global affinity group meetings; combined educational programming). The hybrid 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.

2023 Vault Law Firm Diversity Survey

DEI Events

Does the firm host DE&I retreats or conferences? **No**

Does firm leadership attend these events?

If applicable, provide more detail on the firms DE&I events:

N/A

2023 Vault Law Firm Diversity Survey

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. We have also instituted reverse mentoring for our new US Co-heads.

2023 Vault Law Firm Diversity Survey

Associate Committee

Does the firm have an associate committee that consults with the partnership?

Yes

If applicable, describe how the associate committee engages with the partnership:

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

2023 Vault Law Firm Diversity Survey

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 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. In 2022, we celebrated Black History Month with a number of programs including: (1) a Black Health & Wellness Panel featuring the Chief of the Division of General OBGYN and Vice Chair of Clinical Operations at Penn Medicine (University of Pennsylvania) and the former Deputy Commissioner for Family and Child Health NYC DOH, (2) Trivia, and (3) an Artist Reception featuring performances and commentary by artists from the National Jazz Museum in Harlem. We commemorated Juneteenth with a historical reflection led by the founder of Black Gotham Experience, an organization that establishes space to revisit untold and suppressed stories of the African Diaspora. We celebrated Women's History Month with a book club discussion based on the wave-creating novel, "Kim Ji-Young, Born 1982." We honored Asian American and Pacific Islander Heritage Month (AAPIHM) in May with (1) an AAPIHM themed lunch in each of our offices, (2) a Boba and Board Games event that highlighted different board games across AAPI cultures, (3) our annual Trial Reenactment co-sponsored with AABANY, and (4) the hosting the annual MuBANY general meeting and Eid ul Fitr dinner event. Our Asian Affinity Network also hosts Korean BBQ and Karaoke Social events throughout the year. We celebrated Pride Month in 2022 by (1) Marching in the Capital Pride parade, as we have in years past, (2) hosting a walking tour in Greenwich Village, featuring little known LGBTQ+ facts about the area, (3) hosting a speaker event featuring Michelle Visage on LGBTQ+ inclusion, allyship and parenting, and (4) hosting Pride month socials in each of our offices. Our Latinx and Hispanic affinity group members led the firm in celebration with (1) What is Latinidad? A Conversation with Critical Race Theory, featuring a Tequila and Mezcal tasting as well, and (2) the second annual panel with the Latin American Youth Center in Washington DC. Our groups and group members host other events throughout the year and continue to expand on programming as our firm grows.

2023 Vault Law Firm Diversity Survey

NETWORKING, MENTORING, AND PROFESSIONAL DEVELOPMENT

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 a 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.

2023 Vault Law Firm Diversity Survey

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 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 their 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) 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. â€f

2023 Vault Law Firm Diversity Survey

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.

2023 Vault Law Firm Diversity Survey

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 was our fourth annual sponsorship of Eid al Fitr; (3) Annual 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. 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 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., our most recent Trial Reenactment was Oyama v. The State of California 1948; (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.

2023 Vault Law Firm Diversity Survey

PROMOTION AND ADVANCEMENT

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 the reviewer and reviewee partners.

2023 Vault Law Firm Diversity Survey

Diverse Slate of Candidates

Does the firm employ any of the following measures to ensure that a diverse slate of candidates is considered for promotions, leadership roles, or hiring?

- Yes The firm is Mansfield Certified
- Yes The firm is Mansfield Certified Plus
- Yes The firm is currently participating in the Mansfield Rule certification process administered by Diversity Lab
- Yes The firm has instituted other formal processes (please describe):

Multi-tier Partnership

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

Alternatives to Partnership

Does the firm have a multi-tiered partnership?

If applicable, describe the alternatives to partnership:

2023 Vault Law Firm Diversity Survey

Homegrown Partners

Please provide the percentage of equity partners at the firm as of December 31, 2022 who started as associates at the firm.
27%

Promotions to Partnership

4 Total Number of Attorneys Promoted to Partner in 2022 (includes promotions effective in 2022, not announced in 2022)

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	2	0	0
American Indian or Alaska Native	0	0	0	0
Asian	1	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	1	1	0	0
Two or More Races	0	1	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

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

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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 associates path to partnership.

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Attorneys Working Reduced Hours

8 Total Number of Attorneys Working Reduced Hours

Attorneys with Reduced-Hours Schedules	Men	Women	Nonbinary	Unknown
Associates	3	1	0	0
Equity Partners	0	0	0	0
Non-equity Partners	0	0	0	0
Counsel / Of Counsel	1	2	0	0
Non-Partner-Track Attorneys	0	1	0	0

WORKING PARENTS

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.

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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

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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.

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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.

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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
- No** 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):

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ATTRITION

Departures among U.S. Associates

32 Total Number of Departures among Associates in 2022:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	20	12	0	0
American Indian or Alaska Native	0	0	0	0
Asian	3	2	0	0
Black or African-American	1	2	0	0
Hispanic or Latinx	1	3	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	12	5	0	0
Two or More Races	0	0	0	0
Other or Unknown	3	0	0	0
Additional Demographics	0	1	0	0
LGBTQ+ Individuals	0	1	0	0
Individuals with Disabilities	0	0	0	0

Departures among U.S. Partners

5 Total Number of Departures among U.S. Partners in 2022:

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	3	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	2	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	1	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

0

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

4 Total Number of Departures among U.S. Counsel and Non-Partner-Track Attorneys in 2022

Demographics	Men	Women	Nonbinary	Unknown
Race / Ethnicity	2	2	0	0
American Indian or Alaska Native	0	0	0	0
Asian	0	0	0	0
Black or African-American	0	0	0	0
Hispanic or Latinx	0	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
White	2	2	0	0
Two or More Races	0	0	0	0
Other or Unknown	0	0	0	0
Additional Demographics	0	0	0	0
LGBTQ+ Individuals	0	0	0	0
Individuals with Disabilities	0	0	0	0

2023 Vault Law Firm Diversity Survey

SUCCESSSES AND PRIORITIES

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

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 attorneys from underrepresented groups face and plays their part in eliminating those challenges. Our ongoing projects to support all of our people include: (1) identifying and tracking racially and ethnically underrepresented 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.

2023 Vault Law Firm Diversity Survey

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?

#2

(2) 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, and (3) a global Partner DEI Speaker series.

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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 revisited them, and our Board has approved new increased global gender representation goals and objectives. They are now to: (1) Increase the proportion of women partners year on year, with the ultimate goal of 50% women partners, and (2) Grow the proportion of women lawyers to 50% at every level (below partner). The associate population has remained constant at around 50%. The 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. We are developing a similar methodology with accountability requirements to be put in place for race/ethnic diversity.

2023 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?

#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., up to 150 DE&I 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.

2023 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 Honorable Mention in the Advancement Category (2023) - Diversity Lab' Mansfield Certified Plus 5.0 (three years in a row, including 2021); - Asian American Bar Association of New York Law Firm Diversity Award (2022); - Stonewall Top Global Employer (fourth year running in 2022); National Asian Pacific American Bar Association (NAPABA) Law Firm Diversity Award (2022); Asian Pacific America Bar Association of Silicon Valley (APABA SV) Hope Award for Diversity (2022); Women in Law Empowerment Forum (WILEF) Gold Standard Certification (2023)

2023 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. In 2023 A&O added a U.S.-based full-time DE&I Manager as well. 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. In the U.S. in 2023, the new partner class comprised 100% women and 75% lawyers from UREGs. We're proud of our progress, but know we have much more to accomplish.

2023 Vault Law Firm Diversity Survey

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.