

Dechert LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

2929 Arch Street
Cira Centre
Philadelphia, PA 19104
Phone: 215-994-4000
Fax: 215-994-2222
www.dechert.com

LOCATIONS

Almaty, Austin, Beijing, Boston, Brussels, Charlotte, Chicago, Dubai, Dublin, Frankfurt, Hartford, Hong Kong, London, Los Angeles, Luxembourg, Moscow, Munich, New York, Orange County, Paris, Philadelphia, Princeton, San Francisco, Silicon Valley, Singapore, Washington

DIVERSITY LEADERSHIP

Head(s) of Firm: Andrew Levander, Chairman and Henry Nassau, Chief Executive Officer

Diversity team leader(s): Abbi Cohen, Deputy Chair, Diversity & Inclusion, Corporate & Securities partner; Satra Sampson-Arokium, Global Director, Diversity and Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1075	1081
U.S. offices only	670	693

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2019)

	Men	Women
White/Caucasian	171	128
African-American/Black	2	8
Hispanic/Latinx	13	11
Alaska Native/American Indian	0	0
Asian	22	37
Native Hawaiian/Pacific Islander	0	0
Multiracial	9	2
Openly LGBTQ	13	5
Individuals with Disabilities	n/a	n/a
Total	217	186

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	15	14
African-American/Black	3	4
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	1
Asian	3	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	5
Individuals with Disabilities	n/a	n/a
Total	24	27

we do not collect data on disabilities

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	94	17
African-American/Black	2	1
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	2
Individuals with Disabilities	n/a	n/a
Total	101	20

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	74	16
African-American/Black	3	0
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	0
Individuals with Disabilities	n/a	n/a
Total	84	18

OF COUNSEL (2019)

	Men	Women
White/Caucasian	35	23
African-American/Black	4	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	43	24

NEW HIRES (2019)

	Men	Women
White/Caucasian	35	35
African-American/Black	4	4
Hispanic/Latinx	6	2
Alaska Native/American Indian	0	0
Asian	6	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	6	3
Individuals with Disabilities	n/a	n/a
Total	53	50

includes counsel and staff attorneys

Strategic Plan and Diversity Leadership

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

At Dechert, commitment to diversity and inclusion starts at the top, and firm leadership is focused on demonstrating that commitment through action — how we spend our time, how we treat our people, and even who we advance and promote. The firm's commitment is also communicated through the firm's dedicated section on the public website (www.dechert.com/diversity); on the firm's social media pages; at affinity group meetings and events, which are open to lawyers, business service professionals and clients; in Dechert Around the World, the firm's internal newsletter; and office posters. In addition, the Chair and CEO reiterated this commitment at an inclusive leadership training initiative Dechert launched at the 2018 annual partners retreat and continued at regular partner meetings (every 8-10 weeks). In 2020, inclusive leadership training was launched to all attorneys and business service professionals, with sessions held in each of Dechert's 26 offices.

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

Abbi Cohen, Deputy Chair, Diversity & Inclusion; Satra Sampson-Arokium, Global Director, Diversity & Inclusion

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 2019, 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: 20

Total hours spent on diversity: 1309

Comments: The hours above reflect only the number of hours billed to the diversity matter numbers by committee members. The majority of the time devoted by committee members to diversity & inclusion efforts is untracked but represents the commitment on the part of the committee members. Hours by committee member and affinity group members are devoted to affinity group meetings, planning of inclusive cultural events, communications, and various diversity initiatives.

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.

The firm has a diversity and inclusion strategic plan in place.

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

Yes

If yes, is it formal or informal?

formal

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

Quarterly

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

Dechert has a diversity and inclusion strategy which contains specific goals and timelines. Dechert's leadership meets regularly to stay abreast of progress and adjusts the plan and timelines accordingly.

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
X			Other (please specify): Diversity Dashboard - a user-friendly program covering hours, work quality and distribution of assignments that helps firm leaders see where D&I efforts are working effectively and where more attention is needed.



Law Firm Diversity Initiatives

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



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.

Dechert is a sponsor for Inspiring Girls International, a UK-based charity dedicated to raising the aspirations of young girls around the world by connecting them with female role models. The organization, founded by former Dechert partner Miriam Gonzalez, aims to expose young girls (10-15 years old) to a full variety of jobs, roles and options for their professional lives to inspire them to aim high. Since its inception in 2014, the initiative has recruited more than 25,000 female volunteers, reached out to more than 250,000 school girls, and held more than 50 high profile events across the country.

Dechert partnered with The Brokerage, a UK-based organization working with disadvantaged young people to raise awareness, develop skills and create access to financial professional and related services with the aims of increasing social mobility and diversity in the workplace. Through partnerships with businesses across London, working to ensure fair and equal access to careers in banking, insurance, law and property sectors. Dechert hosted a group of young women and our senior women associates as way to inspire, provide insights into careers and playing a role in inspiring the next generation of talent.



Recruitment - New Associates

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

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

Other private law schools: American, Catholic, Chicago, Duke, Georgetown, Northwestern, New York University, Stanford, Vanderbilt, Boston College, Boston University, Drexel, Fordham, George Washington University, Hofstra, USC and Villanova

Public state law schools: Berkeley, Michigan, Texas, UCLA, University of Virginia, Penn State, University of Pittsburgh, University of Connecticut, UNC, George Mason, Temple and Rutgers

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

Diversity job fairs: Lavender Law Fair, Philadelphia Area Diversity Job Fair

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

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

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

Philadelphia Diversity Law Group, Leadership Council on Legal Diversity (LCLD) 1L Scholar

Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	14	12
African-American/Black	3	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	1
Asian	3	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	4
Individuals with Disabilities	n/a	n/a
Total	23	22

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	14	12
African-American/Black	3	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	1
Asian	3	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	4
Individuals with Disabilities	n/a	n/a
Total	23	22

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	14	11
African-American/Black	3	1
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	1
Asian	3	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	4
Individuals with Disabilities	n/a	n/a
Total	23	21

NEITHER ACCEPTED NOR DECLINED (2019)

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

	Men	Women
White/Caucasian	0	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	n/a	n/a
Total	0	0

everyone accepted or declined

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	14	13
African-American/Black	1	2
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	4	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	21	20

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	1	1
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	1	0
Individuals with Disabilities	n/a	n/a
Total	1	1

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	1	2
African-American/Black	1	1
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	n/a	n/a
Total	2	3

NEW PARTNERS PROMOTED* (2019)

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

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

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	3	1
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	n/a	n/a
Total	3	1

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)

In 2019, the firm achieved Mansfield Rule 2.0 Plus Certification, which recognizes concrete steps taken to broaden the pool of women, lawyers of color and LGBTQ+ lawyers considered for significant governance roles, senior lateral openings and promotions. (The "Plus" status means that the firm reached 30% diverse lawyer representation in a notable number of current leadership roles and committees.) As an indication of its commitment to maintain progress, Dechert has signed on for Mansfield Rule 3.0 Certification, which adds lawyers with disabilities to the pool of candidates that may be considered for the Mansfield Rule's categories.

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:

SJL, AW Rush, Audrey Golden, Fortune Legal Service, Carraro Miller Wiesenthal, Sage Legal Search, Advanced Legal Placement, Ascension Legal Search, ELR, Pollack Badawi Group LLC, Sequoia Associates' Springboard Search Group and Triumph

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
African-American/Black	1	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	n/a	n/a
Total	1	0

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	3	2
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	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	4	3

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	6
African-American/Black	0	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	6	9

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

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

6TH-YEAR ASSOCIATES

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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	3
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	1	0
Individuals with Disabilities	n/a	n/a
Total	2	4

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	9	3
African-American/Black	0	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	11	5

OF COUNSEL

	Men	Women
White/Caucasian	0	2
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	n/a	n/a
Total	0	2

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	3	1
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	n/a	n/a
Total	3	1

EQUITY PARTNERS

	Men	Women
White/Caucasian	1	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	n/a	n/a
Total	1	0

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)

Dechert's in-house Executive Coach provides support and coaching for career development.

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

Yes

Comments:

Making Work-life EasierTo empower our people to deliver for our clients, we believe in making things easier - on the road, at home, or in Dechert's offices. Employees have access to Jabber, which seamlessly connects their desk phone and mobile device. Traveling from office to office is seamless as well: floor plans are consistent and Wi-Fi just works, everywhere, from offices to cafeterias. Many offices also offer time-saving perks like gyms, on-site tech support, even chair massages. And when people need support, we offer resources that make a difference: online access to medical staff through WebDoc, help with insurance questions from Health Advocates, backup childcare from Bright Horizons, and a host of tools and resources through our employee assistance program's counselors.

Parental LeaveThe law firm's gender-neutral policy provides 12 weeks of paid parental leave for all employees becoming new parents, through either childbirth, adoption, surrogacy or fostering. In addition, all mothers who give birth are entitled to an additional eight weeks of short-term disability.

Supporting FamiliesDechert has a long track record of supporting employees who welcome a new addition to their family. Beyond our equitable parental leave policy, the firm offers new parents executive coaching before and after leave to prepare for the transition. New parents may also elect a "gradual return" option, transitioning from leave to part-time before returning to full-time. For nursing moms, the firm provides mothers' rooms, refrigerators, privacy screens and door locks. On the road, moms can use the free Milk Stork program to ship milk home. For those with small children or who are caregivers of elderly or disabled loved ones, the firm provides backup care at no cost, along with help finding sitters, nannies, caregivers, tutors, dog walkers and more.

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?

none

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

We currently have 26 partners who work a reduced hours' schedule. Far more have worked part-time for different periods over the course of their careers as well.

Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	2	8	10	403
Of counsel	5	8	13	67
Non-equity partner	10	4	14	102
Equity partner	9	3	12	121

of counsel includes counsel and staff attorneys.



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	8	4
African-American/Black	1	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	n/a	n/a
Total	10	4

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	9	5
African-American/Black	1	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	13	6

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	8	4
African-American/Black	1	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	n/a	n/a
Total	10	4

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	7	4
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	1
Individuals with Disabilities	n/a	n/a
Total	10	6

three men do not identify and one woman does not identify

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	4	3
African-American/Black	3	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	15	5

two men do not identify and one woman does not identify.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	13	20	14
Number of such positions held by:			
Minorities	3	2	2
Women	3	3	3
LGBTQ attorneys	1	1	0
Individuals with Disabilities	n/a	n/a	n/a

two men do not identify under practice group/department leaders.

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? 13

Minorities heading offices: Laura Ciabarra, Hartford (7); Robert Robertson, Orange County, (7); Michael Song, Silicon Valley (11).

Women heading offices: Laura Ciabarra, Hartford (7); Judy Leone, Philadelphia (189); Kathleen Massey, New York (258).

LGBTQ attorneys heading offices: Laura Ciabarra, Hartford (7)

Individuals with Disabilities heading offices: we do not currently track disabilities

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Arif Ali, International Arbitration, (52); Hector Gonzalez, Litigation (399)

Women heading practices: Amy Ufberg, Private Client (7); Sheila Birnbaum, Products Liability (72); Nicolle Jacoby, Labor (18); Robin Nunn, Consumer Financial Services; Diane Siegel Danoff, Trade Secrets and Unfair Competition; Amanda DeBusk, International Trade and Government Regulation; Andrea Reid, Life Sciences; Melanie Thill-Tayara, Life Sciences.

LGBTQ attorneys heading practices: Sheila Birnbaum, Products Liability (72)

Individuals with Disabilities heading practices: N/A

COMMITTEE LEADERS

Minorities heading committees: Vernon Francis, Chair, Data Privacy Committee (9); Andrew Wong, Diversity Committee (20) and Chair, Los Angeles Hiring Committees; Robert Robertson, Chair, Orange County Hiring Committee (2); Laura Ciabarra, Chair, Hartford, Hiring and Summer Committees (2); Mauricio Espana, Co-Chair, New York Hiring Committee (21); Summer Committee (11); Michael Song, Chair, Silicon Valley Hiring and Summer Committees (2);

Women heading committees: Catherine Botticelli, Deputy Chair for Talent; Abbi Cohen, Deputy Chair, Diversity & Inclusion, (20); Sabina Comis and Amanda DeBusk, Co-Chairs of the Global Women's Initiative; Stephanie Capistrone, Co-Chair, Boston Hiring and Summer Committees (12); Laura Ciabarra, Chair, Hartford, Hiring and Summer Committees (2); Joni Jacobsen, Chair, Chicago Hiring Committee (2); Krystyna Blakeslee, Co-Chair, New York Hiring Committee (21) and Summer Committee (11); Meghan Kelly, Co-Chair, Philadelphia Hiring Committee (16); Ellen Ratigan, Co-Chair, Philadelphia Summer Committee (10); Megan Johnson, Co-Chair, Washington Hiring Committee (11) and Summer Committee (3).

LGBTQ attorneys heading committees: Laura Ciabarra, Chair, Hartford Hiring and Summer Committees (2)

Individuals with Disabilities heading committees: N/A



The Firm Says

At Dechert, Diversity and Inclusion are not simply words written on our website and in our policies - they are principles we live by every day. As a truly global law firm, working together effectively to deliver service to our clients requires us to value and respect each other voice and empowers people from different backgrounds, experiences and points of view to be fully themselves and bring their very best.

Dechert believes that vigorous exchanges of ideas among legal professionals with different life experiences stimulate critical thinking, enhance creativity and generate value for our clients. To make sure the best ideas are fairly heard, however, we need to conduct ourselves collegially and respectfully. Genuine appreciation for differences in culture and outlook is essential to the future success of our enterprise, both in the US and around the globe.

The following are just some of the key measures that Dechert has undertaken to improve diversity and inclusion at the firm, which includes promoting more women into the equity partner level and leadership positions.

Key Stats include:

- Global Chair of Diversity and Inclusion is a woman.
- 5 of 9 non-equity partners promoted to equity partner in 2019 were women (globally).
- 29% of partners on the firm's Policy Committee (the highest governing committee of the firm) are women.
- 63% of lateral partners in 2019 were women.
- 55% of the lawyers being promoted to partner effective January 1, 2020 are women.

New Programs/Initiatives

Dechert Family Network. Dechert recently relaunched the Dechert Family Network, an affinity group which is open to all lawyers and business service professionals. The Family Network encourages supportive relationships among firm parents, caregivers and other family members by providing a forum to share information and resources to support being a working parent or caregiver. The group also frequently provides feedback to firm management and advocates for parents and caregivers on issues and policies within the firm.

Greater Middle Eastern Alliance. Dechert's newest affinity group, the Greater Middle Eastern Alliance (GMEA), is inclusive of everyone irrespective of national origin, religious beliefs (or absence of beliefs), sexual orientation and gender identity, linguistic heritage and culture. In addition, this group welcomes all other interested individuals who have lived or worked in the region.

Affinity Groups. To effect change, affinity groups identify and address diversity and inclusion-related issues, and create new and recurring programming focused on the attainment of professional and business development skills. They offer enhanced mentoring opportunities, retreats and educational workshop for diverse attorneys. Reaching beyond Dechert, affinity groups engage with our communities through advocacy and pro bono. Our affinity groups include:

- Asian Affinity Group • Black Lawyers Alliance • Dechert's Family Network • Greater Middle Eastern Alliance • Latino Affinity Group • LGBTQ Affinity Group • Dechert Heroes (Veterans Affinity Group)

Diversity Liaison Partners. Selected to oversee the diversity and inclusion efforts of their respective group, Diversity Liaison Partners collaborate with the Diversity and Inclusion team to exchange valuable information and insights. They are able to monitor assignments for equitable distribution of opportunities and workflow and ensure that women and diverse individuals are being mentored/sponsored, advised on their development, and promoted internally and externally to the firm and clients.

Diversity Symposium Dechert holds a two-day Diversity Symposium for diverse associates, designed to help associates cultivate a wider professional and support network and to connect directly with firm leaders. By utilizing a 360° framework to explore career and life strategies for success and development, participants receive intensive exposure to advice, practical guidance, clients and inspiration, through lectures, workshops, networking and more.

Global Women's Initiative. We empower women to succeed by fostering an environment that provides opportunities for their development, advancement and leadership within the firm. Members of Dechert's Global Women's Initiative (GWI) meet regularly with firm leadership to identify and implement initiatives that promote opportunities for women to advance and lead throughout the firm. Individual offices provide additional formal and informal support for women lawyers.

Among Dechert's initiatives that focus on women are formal and informal mentoring, development training, meetings and events for summer associates, internal and external networking, special interest events, and leadership training. The GWI launched the Sponsorship and Sustained Support Program, otherwise known as SASS, for senior women associates to help navigate the path to partnership. Local GWI Chapters host welcome receptions for new women associates each year. The GWI also hosts business and legal community events, including women's networking events for International Women's Day.

Harvard Law School Executive Education — Women's Accelerated Leadership Initiative. (WALI) focuses on accelerating the leadership potential, experience, and visibility of women partners. A cohort of three senior women are selected to an intense and immersive case-based learning program with field experience and coaching, and a capstone program allowing for reflection and synthesis of lessons learned to create plans for future impact.

Inclusive Leadership. Commitment to diversity and inclusion stems from the top. At the 2018 Partner Retreat - the annual gathering of all of Dechert's partners from around the world - firm leaders dedicated several hours to an intense, interactive session on inclusive leadership. Topics included affinity bias, attribution bias, covering, in and out groups, priming and unconscious bias. This program continued throughout 2018 and 2019, with partner meetings every 10 weeks devoted to further building inclusive leadership skills. In 2020 this program is being expanded to everyone.

LCLD Pathfinders Program. Dechert participates in the Leadership Council on Legal Diversity (LCLD) Pathfinders Program, which is designed for diverse, high-potential, early-career attorneys. The goal of this program is to provide these "Pathfinders" with practical tools for developing and leveraging professional networks, leadership skills and career development strategies.

Lunch and Learn Series for Diverse Associates. Dechert launched a Lunch and Learn series for diverse associates in 2019. The video conference sessions are led by associates and partners who have attended external professional development programs and are bringing what they learned back to the firm.

Local Women Liaison Initiative. Local Women Liaisons (LWL) is part of Dechert's Global Women's Initiative and a supplement to the already active GWI initiatives. Junior women are selected to serve in a leadership role and lead their respective local office women's initiatives. Each local office is responsible for planning professional development

panels, brown bag lunches, museum visits, or career development panels. Other events can range from welcome receptions for new women and summer and fall associates. Some of the events are client-facing giving the junior women an opportunity to build client relationships and networking opportunities.

Mansfield Rule. Dechert achieved Mansfield Rule 2.0 Plus Certification for 2019, as a result of the firm's strong commitment to moving the needle on diversity and inclusion. This certification recognizes law firms that have increased the representation of historically underrepresented lawyers in law firm leadership by broadening the pool of women, lawyers of color and LGBTQ+ lawyers who are considered for significant governance roles, senior lateral openings and promotions. In addition, Dechert achieved Mansfield "Plus" status, which means that the firm reached 30% diverse lawyer representation in a notable number of current leadership roles and committees.

SASS. The firm's Sponsorship and Sustained Support (SASS) program, launched in 2015, is designed to help women associates navigate the path to partnership. In the five years prior to its implementation, 18 percent of lawyers promoted to partner were women. In the five years since its implementation, 31 percent were women.

The program provides targeted individual and small group support, which includes general information sessions; skill-level appropriate training; individualized attention from Dechert partners; access to consultants and advisors; and networking opportunities with other program participants and Dechert partners. In 2019 over 70 women were invited to participate in SASS.

Women2Women (W2W) Defining My Success. This ongoing panel series is hosted by Dechert women attorneys. The sessions are designed to share timely and insightful information about topics of interest to Dechert women. Some of the topics include: Overcoming perfectionism to accelerate your career; Building confidence, closing the deal and getting a seat at the table; Understanding barriers to success; Taking control of our career; Approaching challenging conversations; and Taking smart risks

Women's Mentoring Circles. Mentoring circles are organized on a small-group basis and are comprised of a partner or counsel mentor, and group of associates with varying levels of experience, geography and cross-product lines. While existing mentoring relationships remain in place, the mentoring circles supplement those relationships. Meetings are structured around various topics of interest. Topics include sponsorship, forming strategic relationships, networking and making "the ask," self-promotion and taking risks, leadership and executive presence.