

ALLEN & OVERY

Diversity & Inclusion

Diversity is one of A&O's strategic business priorities. Our aim is to build an environment where everyone feels supported and comfortable in being open, and where the differences between our people create opportunities not barriers.

We work continuously to broaden access to Allen & Overy and to the legal profession as a whole. Our aims are to:

- Widen the talent pool from which we select the brightest and best graduates
- Give talented students the opportunity and aspiration for a career in law, and
- Have a workforce that reflects the diversity of the communities in which we operate.

“A lack of diversity stifles innovation and puts a block on creativity. No business that wants to build a sustainable future can afford to constrain itself in that way. We can't be advanced if we are not diverse.”

Wim Dejonghe, Global Senior Partner



GLOBAL PRESENCE

Allen & Overy is an international legal practice with approximately 5,500 people, including some 550 partners, working in more than 40 offices worldwide. Allen & Overy LLP or an affiliated undertaking has an office in each of:

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Amsterdam
Antwerp
Bangkok
Barcelona
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Belfast
Bratislava
Brussels

Budapest
Casablanca
Dubai
Düsseldorf
Frankfurt
Hamburg
Hanoi
Ho Chi Minh City
Hong Kong

Istanbul
Jakarta (associated office)
Johannesburg
London
Luxembourg
Madrid
Milan
Moscow
Munich

New York
Paris
Perth
Prague
Rome
São Paulo
Seoul
Shanghai
Singapore

Sydney
Tokyo
Warsaw
Washington, D.C.
Yangon

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Allen & Overy

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Australia - Perth; Australia - Sydney; Belgium - Antwerp; Belgium - Brussels; Brazil - Sao Paulo; China - Beijing; China - Shanghai; Czech Republic - Prague; France - Paris; Germany - Duesseldorf; Germany - Frankfurt; Germany - Hamburg; Germany - Munich; Hong Kong; Hungary - Budapest; Indonesia - Jakarta; Italy - Milan; Italy - Rome; Japan - Tokyo; Luxembourg; Morocco - Casablanca; Myanmar; Netherlands - Amsterdam; NI - Belfast office; Poland - Warsaw; Qatar — Doha; Russia - Moscow; Saudi Arabia; Singapore - OUE Bayfront; Slovakia - Bratislava; South Africa - Johannesburg; South Korea - Seoul; Spain - Barcelona; Spain - Madrid; Thailand — Bangkok ; Turkey - Istanbul; UAE - Abu Dhabi; UK - London; United Arab Emirates - Dubai; USA - New York; USA - Washington; Vietnam - Hanoi; Vietnam - Ho Chi Minh City

DIVERSITY LEADERSHIP

Head(s) of Firm: U.S. Leadership: Tim House, U.S. & Latin Americas, Senior Partner; Dave Lewis, New York Managing Partner; Jean Lee, Washington, DC Managing Partner

Diversity team leader(s): Peter Davis, Diversity & HR Projects Specialist; Elizabeth Leckie, Regional D&I Partner; Celene Judge, Head of HR — U.S.; Jo Dooley, Head of Diversity & Inclusion; Nicky Major, Senior BD Manager — D&I

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	2992	2996
U.S. offices only	176	172

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	46	26
African-American/Black	0	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	11	20
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	5	1
Individuals with Disabilities	n/a	n/a
Total	64	56

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	10	8
African-American/Black	1	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	14	13

6 women and four men declined to state / did not report their race / ethnicity

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	32	7
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	6	1
Individuals with Disabilities	n/a	n/a
Total	36	10

NON-EQUITY PARTNERS (2019)

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

OF COUNSEL (2019)

	Men	Women
White/Caucasian	5	7
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	0	0
Individuals with Disabilities	n/a	n/a
Total	5	10

NEW HIRES (2019)

	Men	Women
White/Caucasian	8	3
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	2	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	13	11

Two women declined to state their race / ethnicity

Two men and one women did not report racial / ethnicity data

Strategic Plan and Diversity Leadership

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

Allen & Overy's leadership communicates the importance of diversity to everyone at the firm based upon a formalized set of internal values, diversity strategies, and by fostering strong and inclusive networks of communities as well as intentional events and trainings, while embedding our commitment to ensure that all members of our community feel included and empowered to be their authentic selves.

We promote the importance of diversity through a multitude of mediums including, but not limited to: Global Senior Partner Blogs, Intranet postings; U.S. Senior Partner and New York & DC Managing Partners' email; Diversity Committee emails, forums, sponsorship; Global A&O Board Town Halls on diversity; U.S. Town Halls on Employee Feedback and Diversity; Diversity Showcases; Affinity group emails, meetings, and events; Senior Partner Monthly Memos; Awareness raising campaigns / Lunch & Learns; Annuals Surveys; and, regular communications at diversity events, mandatory and optional diversity trainings, etc.

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

Elizabeth Leckie, Regional D&I Partner

Does your law firm currently have a diversity committee?

Yes

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

Yes

If yes, how many attorneys are on the committee, and in 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: 13

Total hours spent on diversity: [No response]

Comments: We are in the process of streamlining record keeping of time spent on D&I.

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.

A&O's People and Performance Board drives our diversity and inclusion program forward across the firm. This Board consists of 12 partners and senior support professionals who focus on our people agenda at a strategic level.

The Board is responsible for developing strategies to ensure that we continue to attract and retain the very best individuals, and that we create an environment where all of our people are supported to reach their full potential and perform at their very best.

The U.S. Diversity Committee works under the framework of the Board to establish and implement the global diversity strategy locally.

In 2019 the Board appointed a Regional Diversity & Inclusion Partner for each of the UK; Americas; AsiaPacific; Europe; and Middle East and Africa. These new regional D&I partners cover all strands of diversity and how they intersect, as well as the wider culture of inclusion. They will be supporting our work around developing diverse talent pipelines and driving more local engagement and accountability. Part of their role is to work with the U.S. Senior Partner to ensure the A&O's Diversity Strategy is implemented and hold the regional accountable for its progress.

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?

Monthly

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

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 30% female by 2020 or else face reductions in the overall nominations) and we regularly hold employee surveys (annual engagement survey; annual gender talent pipeline survey).

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	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X			Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X			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	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	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	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	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.

A&O's hosts Legal Outreach events regularly — the most recent was the Sophomore & Junior Class Champions - Debater of the Year Competition. We sponsor SEO and host a training course on Blue Book basics as well as a Diversity Showcase for SEO fellows focusing on impact of law firms in the D&I space. A&O also recruits high school summer interns from Thurgood Marshall to work in key areas of support.



Recruitment - New Associates

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

Ivy League law schools: Yes — Columbia, Cornell, Harvard, University of Pennsylvania

Other private law schools: Yes — American University, Duke, Emory, Fordham, Georgetown, George Washington, Howard, Northwestern, New York University, Vanderbilt

Public state law schools: Yes — Brooklyn Law School, University of Chicago, University of Michigan, University of Virginia

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

Diversity job fairs: Yes — Lavender Law; North East Black Law Student Association Career Fair

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

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

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

Yes, we work with SEO — Seizing Every Opportunity. In 2020, we are hosting one Fellow in each of our two U.S. offices (New York and Washington, DC).



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	10	8
African-American/Black	1	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	14	13

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	10	8
African-American/Black	1	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	14	13

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	10	7
African-American/Black	1	2
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	14	13

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	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	0	1

One person accepted a clerkship and deferred for a year.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

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

LATERAL OF COUNSEL HIRES (2019)

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

Two male and one female associate did not provide racial/ethnic data

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	1	0
African-American/Black	1	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	1

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	0	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	0	1

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	1	1
African-American/Black	1	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	2

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 the last year we have hosted programs with bar associations including Hispanic National Bar Association, Asian Pacific American Bar Association, Metropolitan Black Bar Association, and Muslim Bar Association of New York among others. We are currently undergoing Mansfield 3.0 Certification.

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

Yes

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

Yes

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

[No response]



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
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	2	1

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	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	1	2

4TH-YEAR ASSOCIATES

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

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	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	0	1

6TH-YEAR ASSOCIATES

	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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	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

8TH-YEAR PLUS ASSOCIATES

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

OF COUNSEL

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

NON-EQUITY PARTNERS

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

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

Retention and Professional Development

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

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

• We have 5 U.S. affinity group (A&Out, Asian Affinity Network, Black & Latnix Affinity Group; Families & A&O; Women's Network) in addition to our Associates Council, Environmental Committee, and Pro Bono Committee. • iFlex: iFlex is how we support our attorneys to work in an agile way on an informal basis. In a nutshell, it provides our attorneys with the flexibility to carry out their roles where and when it works for them. Technology plays a big part in successful agile working and as such, the firm is actively investing in tools that make working remotely easier (see 6.3 for more information). • Parental Leave, Coaching, and Childcare: 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. • Mentoring: We promote mentoring, reverse mentoring, and support all talent with sponsors. Members of the Senior Leadership (any Managing Partner, Senior Partner, Practice Group Heads) all have reverse mentors with monthly check-ins. • Training & Development: In addition to hosting regular in-house training seminars aimed to help attorneys further develop their knowledge and skills, the firm offers formal, global training programs geared towards developing attorneys at various stages of their career. • Other examples: New review process focused on real time feedback; Mental Health Partners, Mind Matters program; a variety of wellness initiatives including on-site counseling; Part-Time Partnership track (launched in 2010, with 2 of 34 new partners promoted in 2019 working part time); Peerpoint (allows high caliber lawyers to work more as consultants choosing when and how to work).

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

Yes

Comments:

Flexible Working Policies: We are continually looking at ways to improve flexibility around ways of working for all of our people. We introduced flexible working policies in 2001 and more than 11 per cent of our employees work part-time, with many more taking the opportunity to work flexibly on a full-time basis. The latest technology makes it possible to work outside the office, and records in London alone suggest that every month around 20 per cent of our people work from home. On a 2019 global engagement survey, nearly 60% of U.S. attorneys stated they've worked flexibly in the past year.

For more information on our flexible working policies, please see 6.2 above.

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?

Choosing to work part time will have no effect on ability to make or remain a partner at the firm. We work with each attorney to determine the best schedule for them and their practice offering many options including iFlex (informal flexible working); flexible schedules; part-time schedules; sabbaticals (after five years for any staff, associate, counsel, and partner). In 2020, 45% of our new partners were women (66% in the U.S.). In 2019, 24% were women and two worked part-time.

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

1



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	1	1	120
Of counsel	0	2	2	15
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	3	3	46



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	9	0
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	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	10	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	12	9
African-American/Black	1	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	5	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	0
Individuals with Disabilities	n/a	n/a
Total	18	11

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	7	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	8	2

There is no such committee in the U.S.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	8	3
African-American/Black	1	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	1	1
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	5	1
Individuals with Disabilities	n/a	n/a
Total	10	4

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	2	6	16
Number of such positions held by:			
Minorities	1	1	9
Women	1	1	13
LGBTQ attorneys	0	1	3
Individuals with Disabilities	n/a	n/a	n/a

Washington, DC Office Head is both a women and minority. Leveraged Finance Practice Group Head is both women and minority. Please see below for gender and ethnicity break down for committee 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? 2

Minorities heading offices: Jean Lee, DC

Women heading offices: Jean Lee, DC

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Rajani Gupta, Leveraged Finance

Women heading practices: Rajani Gupta, Leveraged Finance

LGBTQ attorneys heading practices: David Lucking, International Capital Markets

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Rajani Gupta, Women's Committee (30); Jean Lee, Washington DC Recruitment Committee (8); Erica Aghedo & Providence Napoleon, Black & Latinx Affinity Group (18); Gina Lee, Tracy Feng, Rachel Lee, Natalie Gow, Asian Affinity Network (33)

Women heading committees: Rajani Gupta & Beth Troy, Women's Committee (30); Jean Lee, Washington DC Recruitment Committee (8); Laura Hall, New York Recruitment Committee (20); Elizabeth Leckie, U.S. Diversity Committee (9); Erica Aghedo & Providence Napoleon, Black & Latinx Affinity Group (18); Caroline Lapidus, Families @ A&O (30); Elizabeth Leckie, Opinions (6); Gina Lee, Tracy Feng, Rachel Lee, Natalie Gow, Asian Affinity Network (33)

LGBTQ attorneys heading committees: David Lucking, A&Out (22); Brian Jebb, New York Recruitment Committee (20); Andrew Rhys Davies, Litigation Diversity Committee (8)

Individuals with Disabilities heading committees: [No response]

The Firm Says

Diversity is one of A&O's strategic business priorities. Our aim is to build an environment where everyone feels supported and comfortable in being open, and where the differences between our people create opportunities not barriers.

"A lack of diversity stifles innovation and puts a block on creativity. No business that wants to build a sustainable future can afford to constrain itself in that way. We can't be advanced if we are not diverse." Wim Dejonghe, Global Senior Partner

"We must be intrinsically motivated and acknowledge that promoting diversity and inclusion at work is the right thing to do and a demonstration of how we uphold our corporate values of being one of the most innovative, advanced, and global firms." Tim House, U.S. Senior Partner

Quick Facts about D&I at A&O in the U.S.:

- 60% of our U.S. people are in one or more affinity groups
- In 2019, we have sponsored over 30 organizations, held 18 client D&I events, held over 75 D&I events, activities, celebrations, meeting, trainings, and/or initiatives
- A&O in the U.S. sponsors and underwrites many external organizations e.g., Her Justice, MuBANY, Lambda Legal, Out Leadership, Immigration Equality, Osborne Association, AALDEF, NAACP LDEF, Sports Plus, GMHC, SEO.
- A focus on race and ethnicity has seen a wide range of affinity group activity, our Black History Month events focused on education and inclusion (Lunch & Learn "How are corporate law firms appropriate venues to discuss racial inequity and inequality)
- Refreshed Global Gender Strategy — 2018 that includes measurements (e.g., 30% of internal partner promotion candidates must be female) focused on: Partner responsibility & accountability; Fair distribution of opportunities; A supportive working environment; Alternative paths to career success; Supporting A&O's parents.
- Recognized as a Top LGBTQ+ Global Employer by Stonewall (Leading UK LGBTQ+ organization), with focus on U.S. for our collaborative work on trans inclusion e.g., new bathroom policy and Trans 101 workshop
- During the summer of 2019, held mandatory Interrupting Bias — How to be an Ally training for all partners, associate, and staff as a follow up to our annual Unconscious Bias Training.

