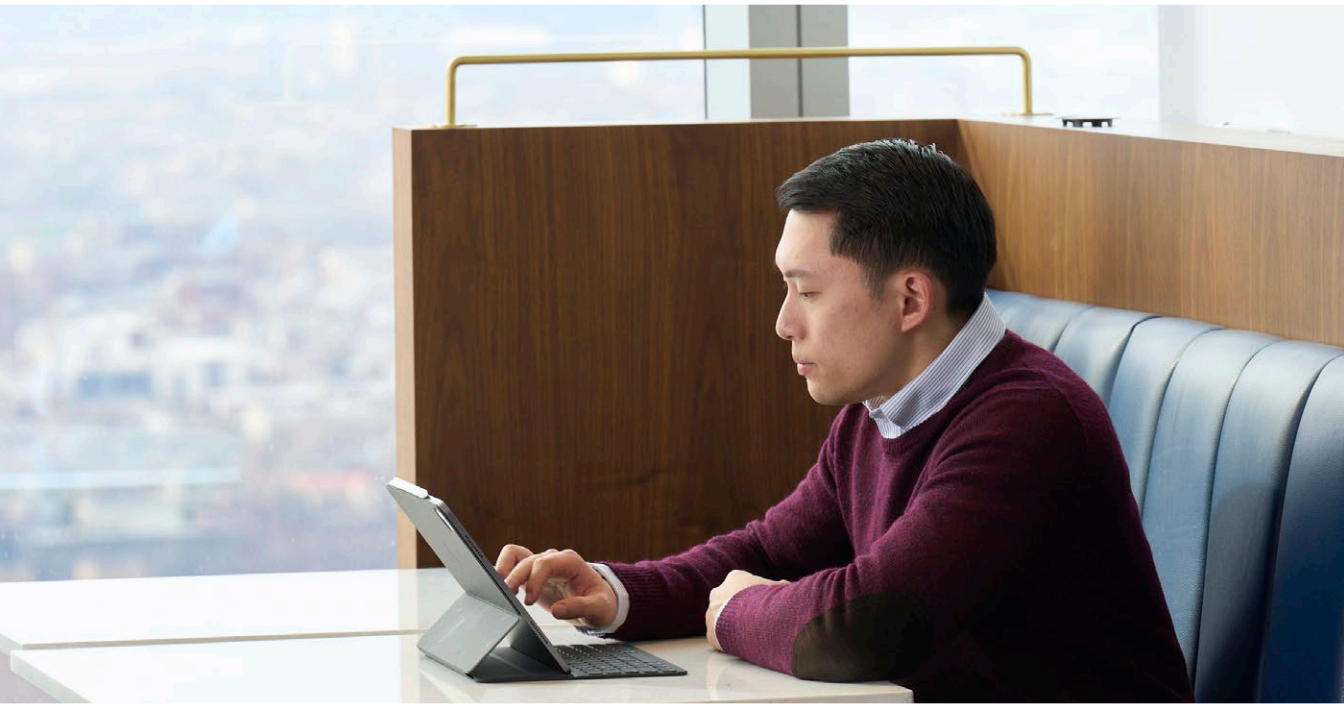


Debevoise
& Plimpton

Diversity Equity Inclusion





Diversity, Equity, Inclusion and Community Drive Our Firm

At Debevoise, we are committed to building and sustaining an inclusive community in which all of our associates are able to thrive—a goal we believe is aligned with our ability to provide the best legal services to our clients. That’s why we are convinced that the inclusion, sponsorship and advancement of lawyers of color, women lawyers and LGBTQ+ lawyers within the firm are not only the right thing to do for our community, but cornerstones of our continued success.

Creating a more inclusive community takes continual investment in resources and opportunities for diverse talent at different career stages. Celebrating differences and valuing individuals—through our affinity groups, DEI programming, and strong relationships with national and regional affinity bar organizations—are some of the ways we build a workplace that supports each lawyer’s journey.



“Diversity, equity and inclusion lie at the core of our promise of talent and service. We recruit with a lens wide open to the range of lawyers who can make us better and we provide an environment in which they can reach their full potential. We seek to build teams that can work effectively across difference, both internally and with our clients.”

Michael Gillespie
Corporate Partner and Co-Chair of Diversity Equity Inclusion

Community and Connection

One of the greatest strengths of Debevoise is our community. This has been true throughout the history of the firm. More recently, we have built upon that strong foundation with specific community-building initiatives and firmwide events.

Community Support

Diversity Equity Inclusion Committee. The DEI Committee is comprised of associate and partner representatives from each affinity group and meets monthly to discuss issues diverse attorneys face, as well as provides a forum where various members can bring up ideas and collaborate with each other.

Affinity Groups. Our Affinity Groups play an integral role in the firm, providing an invaluable source of community. They include the Asian Affinity Group (attorneys of East Asian, Pacific Island, South Asian and Southeast Asian descent), Black Lawyers Affinity Group, First Generation Professionals Affinity Group, International Lawyers Affinity Group, Jewish Lawyers Affinity Group, Latin@ Lawyers Affinity Group, Lawyers with Disabilities Affinity Group, LGBTQ+ Lawyers Affinity Group, Muslim Lawyers Affinity Group, Native American Lawyers Affinity Group and Women's Resource Group.

Debevoise Women's Review. The Debevoise Women's Review, a first-of-its-kind platform among law firms, was developed to inspire the legal and business communities to engage in discussion and collective action around gender diversity. Unlike a traditional marketing platform, the content is developed and the editorial process managed almost entirely by lawyers at the firm, most of whom are associates, allowing for an authentic, first-person perspective.

Trans in Big Law Pilot Program. The firm partnered with the National LGBTQ+ Bar to launch the first pilot program in the legal sphere for those who identify as trans and/or non-binary lawyers and professional/support staff working in various big law firms. Gatherings are held monthly and are led by openly trans attorney M. Dru Levasseur, the LGBTQ+ Bar's Director of Diversity, Equity and Inclusion. Thus far, the program has successfully been at the forefront of creating a safe space for transgender individuals, especially within the law firm context.

Associate Liaison Committee. The committee works with partners and senior firm administrators on a range of topics and programs important to all lawyers at the firm.



“I wouldn’t be where I am today without the support, guidance and mentorship of my Debevoise colleagues. As a firm, we remain committed to providing our diverse lawyers with the training, the opportunities and the platform to thrive in their careers.”

Natalie Reid
Litigation Partner



“Diversity and inclusion are an inherent part of the work environment. This includes ensuring that diverse associates see a career path for themselves at Debevoise.”

Tigist Kassahun
Corporate Associate



Diversity Equity Inclusion Programming

2022 Programming Examples

Imposter Phenomenon 2.0 with Dr. Lisa Orbe-Austin

Dr. Lisa Orbe-Austin, PhD joined Debevoise to discuss imposter syndrome in the workplace, including its impact, the importance of developing collaborative communities and what tools we need to combat it.

Evidence-Based Insights for Inclusive Leadership with Jerry Kang

As a refresher course on implicit bias, and an opportunity to present new research on implicit bias that he had incorporated into his work since he last spoke at the firm, Professor Kang introduced concepts, such as stereotype and identity threat, and provided strategies to assist in overcoming implicit biases and stereotype and identity threats.

Bystander Intervention to Stop Anti-Asian/American and Xenophobic Harassment

Hollaback! and Asian Americans Advancing Justice (AAJC) lead a two-part bystander intervention training to provide us with tools to respond when we witness the xenophobic harassment against Asians and Asian Americans that continues across the United States and the world.

Celebrating Black History Month with Mellody Hobson

Mellody Hobson, Co-CEO and President of Ariel Investments and Chair of Starbucks Corporation, joined Debevoise for a discussion in celebration of Black History Month.

Celebrating Women's History Month with Anita Hill

In celebration of Women's History Month, Professor Anita Hill joined Debevoise to discuss her new book, her experience testifying during the Supreme Court confirmation hearings for Clarence Thomas and the work she is doing to end gender violence.

Negotiation and Advocacy Workshop with Alexandra Carter

In celebration of International Women's Day, Professor Alexandra Carter led a negotiation and self-advocacy workshop designed to unlock self-empowerment, derive greater value from existing client relationships, and create more confidence and clarity when negotiating work-life balance.

Celebrating International Women's Day and Women's History Month with Ruth Daniel

In celebration of International Women's Day and Women's History Month, Ruth Daniel, CEO of The Access to Justice Foundation, joined Debevoise to discuss the importance of ensuring that all members of society have access to justice.

Celebrating Asian American and Pacific Islander Heritage Month with Kathy Lu and Julia Chang Wang

In celebration of Asian American and Pacific Islander Heritage Month, Kathy Lu and Debevoise alumna Julia Chang Wang of the Immigrant History Initiative led a workshop exploring Asian American history through the lens of the law and the often unknown stories of resilience and strength of Asian Americans in responding to injustice.

Celebrating Pride Month

In celebration of Pride Month, Debevoise joined M. Dru Levasseur, Esq. of the National LGBTQ+ Bar Association to discuss the importance of LGBTQ+ visibility in the workplace and ways to build and sustain an open and inclusive work environment.

Honoring Juneteenth with Hakeem Jeffries

In commemoration of Juneteenth, Congressman Hakeem Jeffries joined Debevoise to discuss why the holiday is not just the marking of a historical moment, but is about the continued importance of freedom and opportunity in working toward the most broadly inclusive America possible.

Celebrating Hispanic Heritage Month with Hon. Rolando Acosta

In celebration of Hispanic Heritage Month, New York State Supreme Court Justice Rolando Acosta discussed the importance of pursuing quality justice for underserved communities and rising to the call to serve others.

Celebrating Native American Heritage Month with Mary Smith

In celebration of Native American Heritage Month, Mary Smith, President-Elect of the American Bar Association and an enrolled member of the Cherokee Nation, joined Debevoise to discuss the United States' complicated history with indigenous peoples, the perspectives and experiences of Native Americans today and what the future looks like for Native communities.



“When I arrived at Debevoise, I was relieved to realize that I had found a community that strives to support all of its members. Any concerns I had as a member of the LGBTQ+ community about not fitting the stereotype of a typical ‘Big Law attorney’ quickly subsided.”

Margo Watson
Alumna



Celebrating Iftar

The firm celebrated Iftar with dinner hosted by Muslim Affinity Group representatives over Zoom and breakout sessions to talk about Iftar and how one celebrates the tradition.

Celebrating First Generation Professional Day

In recognition of National First Generation College Student Day, the firm celebrated with a partner panel followed by a cocktail reception.

The Key to Success: Building Strong Internal Relationships with Werten Bellamy

In today's global law firm, premium learning, development, collaboration, decision-making, mentoring, advocacy and promotional opportunities are each transacted in the context of workplace relationships. This means building deep, enduring workplace relationships with key stakeholders (colleagues, clients, leaders) is an indispensable skill that will influence assessments of each associate's current impact and future potential—as relationship-building enables knowledge-sharing, decision-making and collaboration across cultures. Werten Bellamy spoke of the ways of relationship-building of top performers—what they do to invest in, nurture and build enduring workplace relationships.

Financial Independence: Managing Your Personal Finances with Shahar Ziv

In the three-part Financial Success series sponsored by the First Generation Professionals Affinity Group, personal finance expert Shahar Ziv joined Debevoise to discuss practical investment tips, actionable strategies to set yourself up on the path to financial wellness and the importance of prioritizing your financial goals.



In 2022, Debevoise hosted its third annual Attorneys of Color Retreat, bringing together almost 90 Debevoise attorneys, spanning from junior associates to the presiding partner, to participate in a hackathon. Moderated by DEI thought leaders Jerry Kang and Devon Carbado,

the hackathon structure encouraged collaboration, imagination and innovation. Teams spent the day tackling an array of topics—from work opportunities to mentoring to feedback and evaluation—resulting in a rich exchange of ideas and proposed solutions that will be discussed and evaluated over the next year. The 2022 AOC Retreat was planned by associates of color appointed by the firm's affinity groups.



“As an Asian woman in the M&A field, where a lot of people often don’t look like me, what has been most meaningful to me is simply that I feel supported in a way that doesn’t have to do with being Asian or being a woman.”

Jennifer Chu
Corporate Partner and Co-Chair of the Women's Resource Group



Lawyer, Team and Firm Development

We have embedded diversity, equity and inclusion within all elements of the firm's broader talent development work.

- **Mansfield Certification**

The firm achieved Mansfield certification in 2022, which is awarded to firms that have at least 30% women lawyers, lawyers from underrepresented racial and ethnic groups, lawyers with disabilities and/or LGBTQ+ lawyers in candidate pools for significant leadership roles and opportunities.

- **Diversity Equity Inclusion Leadership Team**

Our Diversity Equity Inclusion Leadership Team is chaired by two senior leaders of the firm who are former Management Committee members, Maeve O'Connor and Michael Gillespie, who work with Marc Grainger, our Global Director of Talent; Faith Chung, Diversity Equity Inclusion Manager; and Tu Cam Ha, Diversity Equity Inclusion Coordinator. Michael formerly headed hiring at the firm, and Maeve is currently co-chair of our global Talent Initiative, thereby increasing the integration between talent and diversity, equity and inclusion.

- **Management Committee Sponsorship Program**

In 2016, Debevoise launched the Management Committee Sponsorship Program to foster the advancement and promotion of women and racially diverse talent. Members of the firm's Management Committee and departmental leaders are paired with top-performing mid- and senior-level diverse associates to promote and support their careers through opportunity generation, profile-raising and internal leadership. Furthermore, Management Committee sponsees are invited to participate in a series of development programs. One of such programs is a three-session professional and business development program with Pat Gillette, one of the country's leading experts on gender diversity and equality in the workplace and a top-rated trial lawyer. As part of the program, sponsees are given the opportunity to hear from and work with partners, enhance and cultivate their skills such as self-promotion and relationship-building and learn to develop their brand via interactive group exercises.

- **Addressing Implicit Bias**

We have instituted implicit bias training in all aspects of our talent cycle—recruiting, advising, staffing, evaluation—and for all levels of lawyers.

- **Practice Group Leadership**

Practice group leaders are expected to actively implement practices and procedures to encourage inclusive leadership and reduce unconscious bias. The firm implements training programs designed to educate attorneys at all levels on these concepts. This training has included internationally based, drama-infused learning on unconscious bias, as well as neuroscience training on inclusive leadership practices.

- **Real-Time Informal Feedback Program**

To enhance career development for our lawyers, the firm has implemented our Real-Time Informal Feedback Program. Lawyers are taught a number of simple yet effective feedback techniques, and meet regularly to discuss their experiences in giving more frequent feedback.

- **Centralized Staffing**

We apply a centralized approach to staffing our junior litigators, with the objective of ensuring an equitable distribution of responsibilities and opportunities.



“Our goal is to be the very best place for talent, and that means creating inclusive teams that give everyone the opportunity to grow and to shine.”

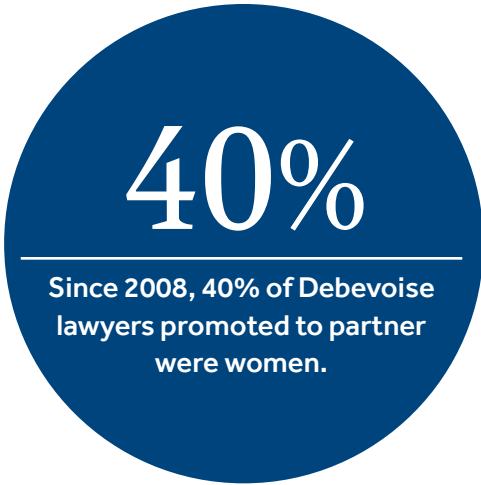
Maeve O'Connor
Litigation Partner and Co-Chair of Diversity Equity Inclusion



Moving Forward: By the Numbers



In 2022, 39% of our U.S. associates and 19% of our U.S. partners were diverse.



Alumni Spotlight: Troy McKenzie

Our alumni have made Debevoise the firm it is today, and we are proud to count among that group Troy McKenzie, who was named Dean of New York University School of Law in 2022. Troy was a litigation associate at Debevoise from 2003 to 2007, after having clerked for Justice John Paul Stevens of the U.S. Supreme Court. Following Debevoise, Troy joined the faculty of NYU Law, where he was one of only five professors under the age of 35. Now, Troy is the first Black Dean of NYU Law. Since joining the faculty at the law school, Troy has won multiple teaching awards, most recently in 2020 when he was one of six NYU faculty members from across the university to receive the Distinguished Teaching Award.

Recognition

Ranked in the top 10 of *The American Lawyer's* 2022 A-List and the only firm to appear on the list every year since its inception

In 2022, Debevoise achieved Mansfield Certification

100% ranking and designated as one of the "Best Places to Work for LGBTQ Equality" – 2022 Corporate Equality Index

Named a 2022 Social Impact Leader by *Law360* in its annual Social Impact ranking

Recognized as one of the "Leading Firms for Diversity, Equity & Inclusion" by *Chambers Associate*

Named a 2022 Compass Award recipient by the Leadership Council on Legal Diversity





It Starts With Recruiting

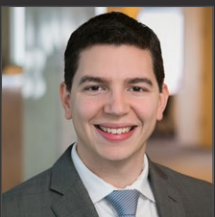
As part of our expansive efforts to recruit diverse talent, we reach out as early as possible in the educational pipeline by sponsoring, supporting and participating in programs that improve the educational outcomes and career paths of students of color, beginning with high school students and continuing through to new firm hires:

- **Law MENTOR Program.** Debevoise is a charter member of the Law MENTOR program, which provides high school students with exposure to law-related activities. Each year through MENTOR, Debevoise coaches a mock trial team from the High School for Law and Public Service, a public high school with a large diverse student body, which competes in the city's annual mock trial tournament.
- **Partnership for New York City Career Discovery Week.** In 2022, Debevoise participated in the inaugural Partnership for New York City Career Discovery Week and hosted a class of NYC high school sophomores for the day. We introduced them to different legal career paths, held a workshop on resumes and interviews, and led them in a mock negotiation exercise in which the students pretended to represent a rock band and an arena in negotiating the terms for a performance.
- **Sponsors for Educational Opportunities (SEO) Law Fellowship Program.** The SEO Law Fellowship Program serves to link talented, underrepresented incoming law students to global law firms. We welcome several SEO Fellows into our summer program each year.
- **Diverse Law School Student and Affinity Groups.** We sponsor diverse student groups at law schools across the country, including affinity groups such as:
 - › Black Law Students Association (BLSA)
 - › Asian Pacific American Law Student Association (APALSA)
 - › First Generation Professionals
 - › Latino Law Students Association (LaLSA)
 - › Muslim Bar Association of New York (MuBANY)
 - › OUTLaws/Lambda (LGBTQ+)
- **Diverse Job Fairs.** We recruit for candidates at job fairs such as:
 - › Northeast BLSA Job Fair (NEBLSA)
 - › Hispanic National Bar Association Job Fair (HNBA)
 - › Lavender Law Career Fair (LGBTQ+)
- **Connection with Diverse Debevoise Lawyers.** To provide guidance to diverse candidates during our recruiting process, we connect each of them with diverse Debevoise lawyers.
- **Debevoise Diversity Reception and Social Events for Offerees.** We host a Diversity Reception and social events for diverse offerees, allowing them to make meaningful connections with future colleagues and each other.
- **Engagement between Debevoise Affinity Groups and Summer Associates.** Our affinity groups host a variety of programs for summer associates. Members also act as informal advisors for summer associates of diverse backgrounds.

Diversity Equity Inclusion in the Broader World

The work of creating a more diverse and inclusive firm connects us to clients and others outside the firm.

- Many of our lawyers—including women and other lawyers of diverse backgrounds—have served in senior leadership positions at prominent bars and other professional organizations, and in a variety of public service roles. Just a few examples include the following:
 - › American Bar Association: Deborah Enix-Ross, senior advisor to the firm’s International Dispute Resolution Group and a member of the firm’s Diversity Equity and Inclusion Advisory Council, is the president of the American Bar Association, where she co-founded the ABA’s Women’s Interest Network.
 - › We have eight alumni serving as federal judges, including four from diverse and underrepresented groups: Hon. J. Paul Oetken, Hon. Lorna G. Schofield, Hon. Laura Taylor Swain and Hon. Gregory H. Woods.
 - › Senior Government Positions: Mary Jo White (former SEC Chair and U.S. Attorney, S.D.N.Y.), Catherine Amirfar (former Counselor on International Law to the Legal Adviser, U.S. Department of State) and Jim Johnson (a former U.S. Treasury undersecretary, now Chief Operating Officer of Trinity Church Wall Street).
 - › New York City Bar Association: Retired partner Barbara Paul Robinson was the first woman president of the New York City Bar Association (1994–1996). She joins retired partner John S. Kiernan, who is immediate past president, and two other Debevoise partners who have led the Bar Association. Debevoise is a signatory of the NYC Bar’s three diversity statements.
- Externally, our senior lawyers and firm leaders routinely speak at diversity events, including Bloomberg BNA’s Big Law Business “Diversity & Inclusion Summit.”
- Former Presiding Partner Michael Blair chaired the Leadership Council on Legal Diversity’s (LCLD) Partnership and Teams Committee. Under his leadership, the Partnership and Teams Committee initiated a secondment program. Secondments provide meaningful opportunities for diverse lawyers to establish close relationships with corporate clients. This experience will enhance the skill set and client knowledge of diverse lawyers, which will promote career development.
- Our firm is engaged in many pro bono projects that provide underserved communities with access to justice. One initiative that we are especially proud of is the Holloway Project. On a pro bono basis, our lawyers represent more than 30 federal prisoners who are largely men of color serving extremely long mandatory sentences under a firearms law. The firm is seeking resentencing under a novel interpretation of “compassionate release,” as in 2018 when Congress recognized the disproportionate impact of the firearms law and abolished it.



“When I first joined the firm over five years ago as an SEO summer intern, I was apprehensive. I had just graduated from college and didn’t really know anything about law firms—I hadn’t even started law school yet. What I came to learn was that I was quite fortunate to be placed at Debevoise, and that’s why I continued to return each summer and as a full-time associate. Debevoise was an integral part of the early years of my legal career, and I truly view the firm as my Big Law home.”

Daniel Pedraza
Alumnus



Our lawyers hold leadership positions in a range of organizations dedicated to improving the diversity of the legal profession.

- **Leadership Council on Legal Diversity (LCLD).** We take a leading role in LCLD, which offers next-gen leaders access to training and mentoring from more than 300 corporate chief legal officers and law firm managing partners.
- **Catalyst.** Debevoise is a member of Catalyst CEO Champions for Change, a global nonprofit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women. Mary Beth Hogan, partner and co-chair of Debevoise's Litigation department, serves on the Catalyst Board of Directors.
- **National Association of Women Lawyers (NAWL) Challenge Club.** Debevoise is a member of the NAWL Challenge Club, and in partnership with the Club, we provide high-potential women associates on the path to partner opportunities to network with in-house counsel, gain pitch experience and participate in mentorship sessions. Retired partner Beth Pagel Serebransky is a Member at Large of NAWL's Board. Debevoise litigation partner Arian June was named co-chair of the 2020 NAWL Spring Conference.
- **DirectWomen.** Debevoise sponsors DirectWomen, a nonprofit that works to increase the representation of women lawyers on corporate boards.



“We have seen again and again that the quality of our work product is higher, and the firm and our clients benefit, when the voices of lawyers from diverse backgrounds contribute to solving our clients’ most difficult challenges.”

Jonathan Lewis
Tax Partner



Our Commitment

We are deeply proud of the considerable success we have had in hiring diverse lawyers and law students. We know that it is the quality of our practice, and the culture and people who form our firm, that attract such great talent.

We also know that the work of building a truly diverse, equitable and inclusive firm cannot be measured just by accolades and that numbers alone do not fully tell the tale. It is our job at Debevoise to create a professional environment in which all our lawyers can thrive and succeed.

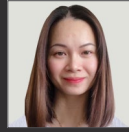
We are intensely committed to driving change in our partnership and in the legal profession. That requires not only good intentions but effective initiatives and practices, including those outlined in this brochure. We welcome the opportunity to speak with you in more detail about our plans and practices in the course of our interviews and time with you.



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