



Bankruptcy & Insolvency

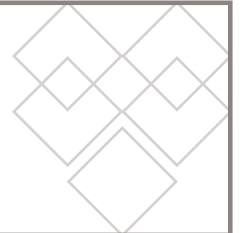
2026



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DEBRA GRASSGREEN

Pachulski Stang Ziehl & Jones LLP



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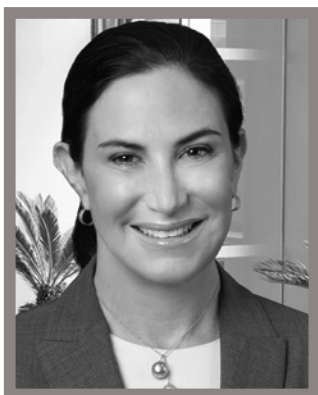
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PERSONAL BIOGRAPHY

Debra Grassgreen is a partner at PSZJ and chairs the firm's international insolvency practice. She has significant experience in complex Chapter 11 cases focused on technology, media, telecommunications, and life sciences industries. She is widely recognised as a leading expert on cross-border restructuring matters. She has served as president of the International Insolvency Institute and has participated in UNCITRAL's Working Group V for nearly two decades. She has also held leadership positions in the American College of Bankruptcy and IWIRC and has received numerous awards including the International Insolvency Institute's Founders' Award and IWIRC's Woman of the Year in Restructuring.



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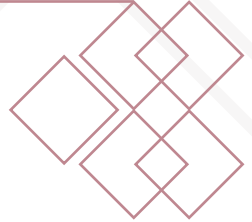


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Q&A WITH DEBRA GRASSGREEN



How do you stay ahead in your field? Are there any emerging trends or innovations you are particularly excited about in your area of expertise?

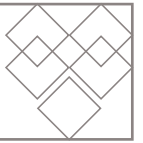
◆ Thought leadership has been a non-negotiable throughout my career, not an occasional add-on. I stay active by writing and speaking on developing trends and through engagement with the organisations that are on the forefront of our field, such as the International Insolvency Institute and UNCITRAL Working Group V, where the cross-border insolvency framework is being shaped in real time. The International Insolvency Institute, which I had the honour to serve as president in 2019 is dedicated to advancing the development, innovation and reform of insolvency law and practice. I have also been heavily involved with the American College of Bankruptcy which brings together top practitioners in our field. Engagement with these organisations, and others keeps me ahead of trends rather than reacting to them after they reach the courtroom. It also means I am regularly in conversation with leading academics, practitioners and judges outside the US, which is critical given how often restructurings cross borders.

Could you discuss a particularly rewarding project or case you have worked on? What made it stand out for you?

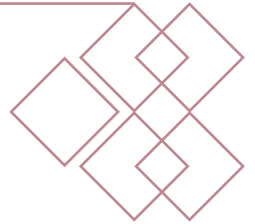
◆ Representing the creditors' committee in the Weinstein Company Chapter 11 case was one of the most rewarding, and at the same time, difficult cases I have handled in my career. The studio filed in Delaware after numerous, highly publicised sexual misconduct allegations against co-founder Harvey Weinstein and the company. They listed more than \$500m in debts with additional unliquidated claims from women who were sexually abused and harassed. What made the case rewarding was

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not the deal mechanics, it was representing the survivors and making sure their voices were heard throughout the case, the settlement negotiations and ultimately the determination of their individual claims. This case was a reminder that behind every claim is a person whose voice deserves attention, especially in cases involving such personal harm. Helping shape a settlement process for these women was some of the most meaningful work of my career.

**What qualities and values do you believe are essential for building strong, trusting relationships with clients?**

◆ Availability, real listening, straight talk and empathy. Clients in distress do not want a menu of pros and cons, they want an adviser who will tell them what to do and why. I pride myself on giving practical, decisive advice rather than hedged options, because indecision comes at a high cost for a distressed company. Empathy matters just as much. Some view it as a soft skill, incompatible with hard-nosed restructuring work. I see it as a strength. Clients running distressed businesses are often facing the most difficult period of their professional lives, and they need counsel who understands that pressure, not just someone who can cite the code. The relationships that last are built on trust earned through candour, responsiveness and genuine care for the outcome. ■

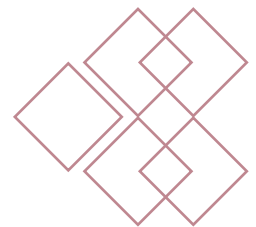
**"CLIENTS IN DISTRESS DO NOT WANT A MENU OF PROS AND
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 REPRESENTATIVE ENGAGEMENTS

- ◆ Represented GoldenPeaks Poland Holding Limited and 39 affiliates, in its Chapter 11, securing financing and court approval of a value-maximising sale.
- ◆ Represented Carbon Health Technologies Inc. and affiliates in Chapter 11, confirming an internal reorganisation plan that preserves operations and allows the further development of Carbon Health's innovative digital health/AI platform.
- ◆ Represented Synthego Corporation in Chapter 11, confirming a plan in August 2025 and preserving its cutting-edge technology through a sale.
- ◆ Represented Gritstone bio, a clinical-stage biotech company developing next-generation cancer and infectious disease vaccines, in Chapter 11 where some of the assets were sold and others were retained as part of an internal reorganisation plan.
- ◆ Represented Amyris, Inc. in its Chapter 11 where an internal plan of reorganisation was confirmed following contested proceedings.
- ◆ Committee counsel in Chapter 11 case of Weinstein Company Holdings LLC, involving \$500m in debt.
- ◆ Committee counsel in Chapter 11 cases of SunPower and affiliates.

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