

Cahill Gordon & Reindel LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

New York, NY; Washington, DC; London, England

DIVERSITY LEADERSHIP

Head(s) of Firm: William M. Hartnett, Chairman

Diversity team leader(s): Ann Kato Creed, Co-Chair of the Diversity & Inclusion Committee; Stuart Downing, Co-Chair of the Diversity & Inclusion Committee

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	304	326
U.S. offices only	291	312

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	95	67
African-American/Black	3	4
Hispanic/Latinx	10	5
Alaska Native/American Indian	0	0
Asian	14	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	9	2
Individuals with Disabilities	0	1
Total	122	89

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	9	9
African-American/Black	0	4
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	1
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	1	0
Total	12	18

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	48	12
African-American/Black	2	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	0
Individuals with Disabilities	0	0
Total	52	15

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	19	9
African-American/Black	0	1
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	2
Individuals with Disabilities	0	0
Total	22	12

NEW HIRES (2019)

	Men	Women
White/Caucasian	23	14
African-American/Black	0	3
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	5	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	1
Individuals with Disabilities	0	1
Total	31	21

Strategic Plan and Diversity Leadership

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

The Firm's diversity initiatives are featured prominently on our website. The Firm publishes an internal diversity and inclusion magazine once/twice a year. Periodic events are announced by email and published on our internal website. Diversity initiatives are discussed at summer associate orientation, new associate orientation, annual State of the Firm address, annual Partner meeting, and various other meetings.

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

The Executive Committee assisted by the Co-Chairs of the Diversity & Inclusion Committee, Ann Creed and Stuart Downing.

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: 16

Total hours spent on diversity: 1500

Comments: Total attorneys on committee: 19. Total hours spent on diversity: 1500.

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

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?

Both formal and informal.

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

More frequently than monthly.

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

Satisfaction of internal goals and standards is our main accountability mechanism. We report to our clients on diversity measures. In addition, we report to the media, such as NALP and Vault.

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

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)
			Other (please specify): Following the historic decisions to recognize same-sex marriage in the United States, we changed our benefit policies, which previously granted benefits to same-sex domestic partners, to grant benefits to spouses only (for same-sex and heterosexual couples).



Law Firm Diversity Initiatives

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.

[No response]



Recruitment - New Associates

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

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

Other private law schools: Boston College Law School, Boston University School of Law, Brooklyn Law School, Duke University School of Law, Fordham University School of Law, Georgetown University Law Center, George Mason University School of Law, George Washington Law School, New York University School of Law, Northwestern University Pritzker School of Law, Tulane Law School, and Washington University in St. Louis School of Law

Public state law schools: Albany Law School, The Ohio State University-Moritz College of Law, The University of Alabama School of Law, The University of Arizona James E. Rogers College of Law, The University of Iowa College of Law, University of Florida Levin College of Law, University of Georgia Law, University of Illinois College of Law, University of Maryland Francis King Carey School of Law, University of Michigan Law School, University of Minnesota Law School, UCLA School of Law, UNC School of Law, University of Southern California Gould School of Law, University of Virginia School of Law, and University of Wisconsin Law School

Law schools of Historically Black Colleges and Universities (HBCUs): None

Diversity job fairs: Lavender Law Career Fair, LeGal 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?

We conduct 1L outreach programs at various campuses and host similar programs at the Firm.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	9	9
African-American/Black	0	4
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	1
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	1	0
Total	12	18

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	9	9
African-American/Black	0	4
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	1
Asian	3	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	1	0
Total	12	18

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	7	9
African-American/Black	0	2
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	1
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	1
Individuals with Disabilities	1	0
Total	9	16

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	0	0
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	3	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	3	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	1
Total	6	2

LATERAL OF COUNSEL HIRES (2019)

	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	0	0
Total	0	0

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	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	0	0
Total	0	0

NEW PARTNERS PROMOTED* (2019)

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

	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	0	0
Total	1	2

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	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	0	0
Total	1	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)

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?

Unknown

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	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	0	0
Total	0	0

2ND-YEAR ASSOCIATES

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

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	9	1
African-American/Black	4	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	2	0
Individuals with Disabilities	0	0
Total	14	1

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	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	0	0
Individuals with Disabilities	0	0
Total	1	4

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	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	0	0
Total	2	2

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	1
African-American/Black	0	2
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	0	0
Total	2	3

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	0	0
Total	1	0

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	3	5
African-American/Black	2	1
Hispanic/Latinx	1	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	0	0
Total	7	7

OF COUNSEL

	Men	Women
White/Caucasian	2	1
African-American/Black	0	0
Hispanic/Latinx	1	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	0	0
Total	3	2

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	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	0	0
Individuals with Disabilities	0	0
Total	1	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)

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

Yes

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?

[No response]



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	2	2	211
Of counsel	0	1	1	34
Non-equity partner	0	0	0	n/a
Equity partner	0	0	0	67



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	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	0	0
Total	7	1

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	6	2
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	0	0
Individuals with Disabilities	0	0
Total	7	3

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	5	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	1	0
Individuals with Disabilities	0	0
Total	5	2

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	5	5
African-American/Black	3	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	1	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	2
Individuals with Disabilities	0	0
Total	11	8

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	2	30	18
Number of such positions held by:			
Minorities	0	1	4
Women	1	12	9
LGBTQ attorneys	0	1	1
Individuals with Disabilities	0	n/a	0

We are not including the total number of attorneys in each practice group because our free-market system permits attorneys to be part of more than one practice group.

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: [No response]

Women heading offices: Chérie R. Kiser, Washington, DC

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Susanna M. Suh, Insurance Transactional

Women heading practices: Jennifer B. Ezring, Co-Head Lending; Chérie R. Kiser, Communications; Susanna M. Suh, Insurance Transactional; Kimberly Petillo-Décossard, Life Sciences; Helene R. Banks and Kimberly Petillo-Décossard, Co-Heads Mergers & Acquisitions; Joan M. Frankel, Trusts & Estates; Anastasia Efimova, UCC/Secured Transactions; Landis C. Best, Co-Head First Amendment & Media Litigation; Nola Heller, Co-Head White Collar Defense; Tammy L. Roy, Co-Head Insurance and Reinsurance Litigation; Artemis Anninos, Pro Bono

LGBTQ attorneys heading practices: Artemis Anninos, Pro Bono

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Ann Kato Creed, Diversity & Inclusion Co-Chair, (16); Stuart Downing, Diversity & Inclusion Co-Chair, (16); Sheila Ramesh, Legal Recruiting Chair, (10)

Women heading committees: Helene R. Banks, Administrative Partner, (2); Landis C. Best, Associate Liaison Committee, (21); Ann Kato Creed, Diversity & Inclusion Committee, (16); Anastasia Efimova, Green & Wellness Committee (15); Helena Franceschi, Women's Initiatives Committee, (19); Nola Heller, Summer Associate Program, (2); Meghan McDermott, Summer Associate Program, (2); Kimberly Petillo-Décossard, Business Development Committee, (7); Sheila Ramesh, Legal Recruiting Committee, (10); Tammy L. Roy, Workplace Environment Committee, (5)

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]

The Firm Says

Cahill is committed to fostering an environment where all individuals are respected, understood and appreciated. We are dedicated to maintaining a work environment that is inclusive, and in fact celebratory, of our differences. We believe that the confluence of the varied backgrounds of our lawyers and staff, and the unique ideas brought to the firm as a result of our diverse perspectives, foster creativity and innovation that enable us to provide a higher level of service to our clients.

In 2018 and 2019, we were named one of the Best Law Firms for Minority Lawyers by Law360.

Diversity and Inclusion Committee

Cahill recognizes that promoting diversity requires continuous proactive attention and focus. Our Diversity and Inclusion Committee develops and implements programs designed to meet our diversity goals, including focused efforts to recruit, retain and promote lawyers of color, women, and members of other groups that have traditionally been underrepresented in law firms. In addition, the Committee continually evaluates our processes and results, and suggests changes to those programs if we may be able to more effectively meet our goals of providing equal opportunities and an inclusive working environment. The Committee also coordinates diversity-focused initiatives and events, and works closely with members of our Associate Liaison, Legal Recruiting, Professional Development, Women's Initiatives and Executive Committees to understand and respond to the needs of an increasingly diverse team of Cahill lawyers and staff. For example, in recognition of Black Lives Matter and the important protest activity demanding justice for Black Americans continuing all over the U.S. and abroad, our Executive Committee declared Friday, June 19th (Juneteenth), a Firm holiday. The firm had also pledged financial support for certain worthy organizations that are aligned with the firm's views on diversity and inclusion.

Women's Initiatives Committee

The Women's Initiatives Committee seeks to provide leadership on Cahill's commitment to gender equality. The Committee focuses on the firm's efforts to recruit, retain, develop and mentor women lawyers and promote women as leaders within the firm and the broader legal community. The Committee consists of partners, associates and counsel, including partners who serve on various other committees of the firm, including the Executive Committee. The Committee coordinates Cahill's women initiatives, which include speaker and networking events, professional development and mentoring, and community outreach, and is a platform for women lawyers to discuss and address areas of particular concern or interest to women lawyers.

The Women's Initiatives Committee spearheaded the development of Cahill's Women Attorneys Leadership Program. The program is designed to provide our women lawyers the tools they need to take ownership of their careers and move into leadership positions at the firm, or wherever their career paths take them. The program includes workshops covering topics like active career management, communication skills, and strategies for effective team management and feedback.

Cahill Women in Firm Leadership

A woman partner is a member of the firm's Executive Committee and women partners currently serve as chairs or co-chairs of many firm Committees, including Administration, Associate Liaison, Business Development, Legal Recruiting and Diversity and Inclusion Committees. A woman partner serves as the managing partner of our Washington, D.C. office.

Speaker, Networking and Support Events

The Women's Initiatives Committee sponsors events throughout the year to provide our women lawyers with new circles of collaboration, support, mentoring and networking. Representative events include the following:

*Annual Welcome Luncheon — Typically held in the fall to welcome our new women attorneys, the welcome luncheon is a celebration of women at Cahill. Past guest speakers have included leaders of the bar, bench and academia, such as Loretta Preska, then Chief Judge of the Southern District of New York, and acclaimed law professor Paula Franzese (both Cahill alumnae), as well as leaders in the business community, such as Stacey Friedman, currently the General Counsel of JPMorgan Chase and Karen Kaiser, the General Counsel of The Associated Press (and Cahill alumna).

*Reception for Women Summer Associates — Women summer associates are given a special welcome at this annual event in their honor.

*Women's History Month Event — All lawyers are invited to an event in March celebrating Women's History month, at which we showcase the history of women lawyers both within the firm and in the community.

*International Women's Day — In 2018, in honor of International Women's Day, we sponsored a business clothing drive for our pro bono partner, Sanctuary for Families. In 2019, we sponsored a visit to the Brooklyn Museum to visit the exhibit "Half the Picture: A Feminist Look at the Collection." Special remarks were given by Senior Counsel members Floyd Abrams and Susan Buckley at the event, as they reflected on the Firm's representation of the Museum.

*Promotions Lunch — Celebration to honor recent promotions to partner or counsel.

Work-Life Balance

Cahill recognizes the challenges faced by attorneys in seeking a work-life balance. This is especially true for lawyers attempting to balance work and family demands. Cahill's culture has always been one that values substance over "make work" or "face time". The firm believes that having a family-friendly environment is not just a women's issue. Some selected policies and programs offered by the firm to help all of our lawyers balance their professional and personal needs include the following:

*Flexible work policy. The firm makes flexible work options available to lawyers returning from parental leave to facilitate the transition back to work. Lawyers returning from primary or secondary caregiver leave may opt to work remotely, work on a reduced hours schedule, or request extended unpaid leave from the firm. Additionally, to support lawyers who want to strike a different balance in their lives, whether on account of family or other circumstances, alternative work arrangements outside of these options will be considered by the firm on a case-by-case basis.

*All of our attorneys are able to work remotely using a firm provided phone that connects seamlessly to the office.

*The firm offers back-up emergency child care at several locations, including within one block from the New York office, and also offers at-home options.

*We offer a "Mothers' Room" for nursing mothers. We also offer breast milk home delivery service for business traveling breastfeeding mothers through Milk Stork.

*The firm established the Green & Wellness Committee in 2019 to focus on the issues of sustainability and wellness. We joined the ABA Wellbeing Pledge and Campaign on mental health. We organized a presentation by a representative of the Employee Assistance Program ("EAP") and started periodic distribution about various services available

through the EAP and CIGNA, such as the Happify App available through CIGNA and various resources, counseling and seminars available through the EAP. We expanded the Health Fair to add new providers, including a therapist and a sleep therapist. We started a Cahill Yoga initiative.

Support for Women in the Community

The firm, and its partners and employees individually, support and participate in a wide variety of local and national organizations that support women and girls in the community.

Sanctuary for Families

Sanctuary for Families is a New York City-based organization that provides comprehensive services to nearly 17,000 victims of gender violence and their children each year. Cahill attorneys provide pro bono representation to Sanctuary's clients in a variety of legal matters, including contested and uncontested divorce, orders of protection, child custody, and other relief. Cahill lawyers have provided thousands of hours of pro bono legal services to Sanctuary's clients. From 2014 through 2019 the firm and groups of our lawyers received awards from Sanctuary for Excellence in Pro Bono Advocacy in recognition of their work. In 2018, one of Cahill's partners also received Sanctuary's Abely Pro Bono Achievement Award, which honors individuals who have made a difference in the lives of victims of domestic violence. In 2019, a Cahill associate received Sanctuary's Above & Beyond Pro Bono Achievement Award for work on behalf of victims of gender-based violence. Cahill lawyers also perform non-legal volunteer services for Sanctuary, including through its Economic Empowerment Program, for which Cahill lawyers do mock interviews and tutoring to help survivors achieve economic independence, and participation in its Adopt-a-Family holiday gift program.

Affinity Groups

Cahill's Affinity Groups provide an additional support network and resource for our attorneys. We encourage formal and informal mentoring within members of affinity groups and support internal and external professional and social events that can foster professional relationships and friendships. Affinity events are held periodically and may be as formal as attendance in the NAACP Legal Defense Fund annual awards dinner or our annual reception for women lawyers and summer associates, or as informal as a dim sum lunch celebrating Asian-American traditions.

• Women Affinity Group • African American Affinity Group • Asian, Middle Eastern and North African (ASMENA) Affinity Group • Hispanic/Latinx Affinity Group • LGBTQ & Allies Affinity Group • Working Parents Affinity Group

We are proud to win category honors in the "Training and Mentoring" category in Yale Law Women's "The Top Ten Female & Family Friendly Firms Lists of 2018."

