

# Sullivan & Cromwell LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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### LOCATIONS

New York, NY (HQ); Washington, D.C.; Los Angeles, CA; Palo Alto, CA; Melbourne, Australia; Sydney, Australia; Brussels, Belgium; Beijing, China; Hong Kong; London, England; Paris, France; Frankfurt, Germany; Tokyo, Japan

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** H. Rodgin Cohen, Senior Chairman; Joseph C. Shenker, Chairman

**Diversity team leader(s):** David H. Braff, Partner, Co-Chair of the Firm's Diversity Committee; Tracy Richelle High, Partner, Co-Chair of the Firm's Diversity Committee

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	867	904
U.S. offices only	692	725

### Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

#### ASSOCIATES (2019)

	Men	Women
White/Caucasian	236	123
African-American/Black	3	7
Hispanic/Latinx	11	6
Alaska Native/American Indian	0	0
Asian	26	53
Native Hawaiian/Pacific Islander	0	0
Multiracial	13	6
Openly LGBTQ	27	8
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>289</b>	<b>195</b>

The Firm does not maintain records on people with disabilities.

#### EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	95	25
African-American/Black	1	2
Hispanic/Latinx	3	1
Alaska Native/American Indian	0	0
Asian	6	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	10	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>105</b>	<b>30</b>

The Firm does not maintain records on people with disabilities.

#### OF COUNSEL (2019)

	Men	Women
White/Caucasian	71	28
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	1
Asian	0	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>72</b>	<b>34</b>

The Firm does not maintain records on people with disabilities.

#### SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	66	45
African-American/Black	3	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	6	17
Native Hawaiian/Pacific Islander	0	0
Multiracial	4	2
Openly LGBTQ	10	5
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>81</b>	<b>68</b>

The Firm does not maintain records on people with disabilities.

#### 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

The Firm does not maintain records on people with disabilities.

#### NEW HIRES (2019)

	Men	Women
White/Caucasian	55	32
African-American/Black	3	1
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	5	15
Native Hawaiian/Pacific Islander	0	0
Multiracial	9	1
Openly LGBTQ	13	3
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>74</b>	<b>51</b>

The Firm does not maintain records on people with disabilities.

## Strategic Plan and Diversity Leadership

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

The Firm does so through: 1. Active participation of members of the Management Committee, practice group heads and heads of other committees on the Diversity Committee; 2. Presence of diverse lawyers in leadership positions—Management Committee, practice group heads, office heads, Associate Experience Committee, Diversity Committee, Women's Initiative Committee and Hiring Partners Committee; 3. Firm Meetings—including "State of Union" business meetings and smaller lunch meetings with the Firm's Senior Chairman and Chairman; 4. Trainings—including an office-wide mandatory Diversity & Inclusion Education Program, summer associate and new associate diversity training sessions; 5. Speaker Events—including the biannual S&C Celebrates Diversity Speaker Series; 6. Panel Discussions—including the Women's Leadership Lunches; 7. External programming by, and support of, diverse legal organizations, including the New York City Bar and New York State Bar Associations, Asian American Bar Association of New York, District of Columbia Bar, National LGBT Bar Association, NAACP Legal Defense & Education Fund, and the National Women's Law Center; 8. Lawyer Affinity Networks—the Women's Initiative Committee, Asian Associates Network, LGBT Network and Network of Black & Latinx Lawyers, each of which promotes its members' professional development and enhances the Firm's inclusive environment; 9. Diversity-Focused Student Outreach—including substantive programs for law school affinity groups and a strong commitment to SEO's Corporate Law Program, with S&C hiring SEO interns each summer, and the Student Diversity Leadership Summit (described in "The Firm Says" section); 10. Diversity-Specific Publications—including a Diversity & Inclusion Brochure and Women's Brochure detailing the Firm's diversity and women-related programming and events; and 11. Announcements of diversity programming, recognitions and developments in internal publications and on the Firm's internal and external websites.

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

David H. Braff - Litigation Partner, Member of the Firm's Management Committee, Co-Chair of the Firm's Diversity Committee; Tracy Richelle High, Litigation Partner, Co-Chair of the Firm's Diversity Committee, Co-Founder and Former Co-Chair of the Firm's Women's Initiative Committee; Kyra Laursen — Associate Director, Legal Talent Office — Diversity, Inclusion & Associate Development; Jane Park — Senior Coordinator, Legal Talent Office — Diversity, Inclusion & Recruiting; Isabella Coker — Coordinator, Legal Talent Office — Diversity & Inclusion

### Does your law firm currently have a diversity committee?

Yes

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

Yes

### If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 34

Total hours spent on diversity: 3166

Comments: Total number of hours is exclusive of the hours spent by the Firm's Diversity Management Department, comprised of the Firm's Associate Director of Diversity, Inclusion & Associate Development, a Senior Coordinator of Diversity, Inclusion & Recruiting and a Coordinator of Diversity & Inclusion, all of whom focus on furtherance of the Firm's diversity and inclusion initiatives, including the Firm's women's initiatives.

### 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?

The Firm has implemented both formal and informal diversity programs and initiatives aimed at increasing the diversity of the Firm. Many of the Firm's formal programs were specified in our 2008 Diversity Action Plan and include: 1. the creation of a Diversity Management Department; 2. the development of a Firm-wide Diversity Education Program; and 3. the formalization of the Diversity Committee, the Women's Initiative Committee, and the lawyer affinity networks. The Firm's formal and informal programs also include: (i) coaching, counseling and mentoring by the partnership and members of the Diversity Committee; (ii) support for our lawyer affinity networks' ongoing professional development programming; (iii) social events that offer networking opportunities; and (iv) implementation of the S&C Celebrates Diversity Speaker Series.

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

On an ongoing basis

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

The co-chairs of the Diversity Committee report to the Management Committee on S&C's diversity and inclusion initiatives, activities and results.

### 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	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	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	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	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	X		Coordinate or work with clients on diversity issues
X	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	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters
X	X		Other (please specify): Partner-led discussions covering a wide range of substantive practice and professional development topics.



### Law Firm Diversity Initiatives

#### INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Institute a formal part-time policy that addresses partnership prospects
X	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	X		Focus on strengthening firm's mentoring program for women
X	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
X			Other (please specify): Milk Stork — breast milk delivery service for business traveling moms. Regarding gender pay equity, associate compensation is essentially lockstep depending on seniority level.



### 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	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	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)
X	X		Other (please specify): Opportunities to become involved in pro bono legal representations on civil rights issues of importance to the LGBTQ community, including issues related to marriage and adoption.



## Law Firm Diversity Initiatives

### INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
			Increase the number of attorneys with disabilities at the associate level
			Increase the number of attorneys with disabilities at the partnership level
			Increase the number of attorneys with disabilities in leadership positions
			Focus on strengthening firm's mentoring program for attorneys with disabilities
			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.**

The Firm also partners with the Boys' Club of New York and the New Jersey Law and Education Empowerment Project (NJ LEEP), two organizations that prepare youth from underserved communities to compete at high academic levels by providing intensive legal and educational-skill building programs. The Firm participates in the Thurgood Marshall Summer Law Internship Program, a New York City Bar Association program that places high-achieving high school students from underrepresented groups with legal employers for the summer, and provides them with additional programming before, during and after the summer, designed to help them prepare for a legal career. In addition to financial sponsorship of NJ LEEP and the New York City Bar Association's Office for Diversity, each summer, S&C hosts Legal Outreach, NJ LEEP, Boys' Club of New York and YWCA-NYC students for one week, during which time they are exposed to our lawyers and practice areas through various presentations and activities, including a mock trial. The Thurgood Marshall intern is employed in an administrative department for six to eight weeks over the summer, and joins the Legal Outreach, NJ LEEP, Boys' Club and YWCA-NYC students for many of the presentations and activities designed for them during their week with the Firm.



### 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 Law School; Yale Law School

*Other private law schools:* American University Washington College of Law; Boston College Law School; Boston University Law School; Brigham Young University J. Reuben Clark Law School; Brooklyn Law School; University of Chicago Law School; Duke University School of Law; Fordham Law School; Emory University School of Law; George Washington University Law School; Georgetown University Law Center; New York Law School; New York University School of Law; Northwestern University School of Law; University of Notre Dame; Stanford Law School; Pepperdine University School of Law; Tulane University Law School; St. John's University School of Law; Seton Hall University School of Law; University of Southern California Law School; Washington University in St. Louis School of Law; Vanderbilt Law School; Washington and Lee University School of Law

*Public state law schools:* University of Alabama School of Law; The Antonin Scalia Law School at George Mason University; University of Arizona James E. Rogers College of Law; UC Berkeley School of Law; University of British Columbia Faculty of Law; UC Davis School of Law; University of Florida Levin College of Law; University of Georgia School of Law; UC Hastings College of the Law; University of Illinois College of Law; University of Iowa College of Law; University of Maryland School of Law; McGill University Faculty of Law; University of Michigan Law School; University of Minnesota Law School; University of North Carolina School of Law; Ohio State University Moritz College of Law; Osgoode Hall Law School; University of Texas School of Law; University of Toronto Faculty of Law; UCLA School of Law; University of Virginia School of Law; William & Mary Law School; University of Wisconsin Law School

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

*Diversity job fairs:* Lavender Law 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)  
Student Diversity Leadership Summit — described in "The Firm Says" section.

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

The Firm participates in a number of on-campus and in-office events with student groups throughout the academic year, including, but not limited to, networking events, interview workshops, panels and receptions. We also hire through the AnBryce Scholarship Program at the New York University School of Law.



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	49	37
African-American/Black	3	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	5	17
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	6	4
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>62</b>	<b>59</b>

The Firm does not maintain records on people with disabilities.

#### OFFERS ACCEPTED\* (2019)

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

	Men	Women
White/Caucasian	39	31
African-American/Black	3	2
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	5	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	6	3
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>50</b>	<b>49</b>

The Firm does not maintain records on people with disabilities.

#### OFFERS MADE\* (2019)

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

	Men	Women
White/Caucasian	49	37
African-American/Black	3	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	5	17
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	1
Openly LGBTQ	6	4
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>62</b>	<b>59</b>

The Firm does not maintain records on people with disabilities. All summer associates who were eligible to receive an offer received an offer.

#### 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	3	3
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	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>3</b>	<b>3</b>

The Firm does not maintain records on people with disabilities.

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	6	6
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>8</b>	<b>6</b>

The Firm does not maintain records on people with disabilities.

#### LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	1	1
African-American/Black	0	1
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
<b>Total</b>	<b>1</b>	<b>3</b>

The Firm does not maintain records on people with disabilities.

#### LATERAL PARTNER HIRES\* (2019)

\* Both equity and non-equity

	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	n/a	n/a
<b>Total</b>	<b>1</b>	<b>1</b>

The Firm does not maintain records on people with disabilities.

#### NEW PARTNERS PROMOTED\* (2019)

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

	Men	Women
White/Caucasian	4	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	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>5</b>	<b>2</b>

The Firm does not maintain records on people with disabilities.

#### NEW EQUITY PARTNERS\* (2019)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	5	3
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	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>6</b>	<b>3</b>

The Firm does not maintain records on people with disabilities.

### 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)?

[No response]

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

Not applicable

#### 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:

Not applicable



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 1ST-YEAR ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 2ND-YEAR ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 3RD-YEAR ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 4TH-YEAR ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 5TH-YEAR ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 6TH-YEAR ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2019

##### 7TH-YEAR ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 8TH-YEAR PLUS ASSOCIATES

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### OF COUNSEL

	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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## 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)

Regarding gender pay equity, associate compensation is essentially lockstep depending on seniority level.

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

Yes

*Comments:*

The Firm has maintained a flex-time policy since 1987. The availability of flexible work arrangements reflects the Firm's recognition that some lawyers have needs that lead them to pursue career paths that vary from a "traditional path." The Firm actively supports the idea of alternative career tracks in these circumstances and routinely authorizes our lawyers to work on flex-time schedules that are customized to their needs. We thus allow various flexible work arrangements, including, among others, working a reduced-hours schedule, telecommuting from home up to one workday a week or working full-time while a case or deal is ongoing and then taking time off when the case ends or deal closes before being staffed on another matter. To further ensure that our lawyers are receiving the guidance and support they need, we maintain a flex-time mentorship program to support lawyers working flex-time. The program is also open to those lawyers who are not yet on a flex-time arrangement, but are considering it. Flex-time mentors assist lawyers on any and all matters relating to flexible work scheduling, including whether the lawyer would prefer to limit business travel, ensuring thoughtful work assignments, providing work-related advice, reviewing periodic feedback that their mentees receive from lawyers supervising their mentees, and recommending modifications if their mentees' schedules require adjustments. These consultations are often held on a confidential basis at the mentees' request.

**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?**

Working a flexible schedule does not preclude one from career advancement. Over the years, several of our lawyers have been elected to the partnership while working a flex-time schedule.

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

10



### Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	3	4	484
Of counsel	2	4	6	106
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	1	1	135



### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2019

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

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

The Firm does not maintain records on people with disabilities.

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	27	9
African-American/Black	0	2
Hispanic/Latinx	3	0
Alaska Native/American Indian	0	0
Asian	1	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>31</b>	<b>13</b>

The Firm does not maintain records on people with disabilities.

##### 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

##### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	13	5
African-American/Black	1	3
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	7	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	7	1
Individuals with Disabilities	n/a	n/a
<b>Total</b>	<b>22</b>	<b>12</b>

The Firm does not maintain records on people with disabilities.

##### ASSOCIATE REVIEW COMMITTEE\*

\* Attorneys on the Associate 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
<b>Total</b>	<b>n/a</b>	<b>n/a</b>



## Management Demographic Profile

## OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	13	130	25
Number of such positions held by:			
Minorities	4	18	3
Women	2	28	8
LGBTQ attorneys	0	4	1
Individuals with Disabilities	n/a	n/a	n/a

The Firm does not maintain records on people with disabilities.

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? 4

Minorities heading offices: [No response]

Women heading offices: As head of the California Practice, Alison S. Ressler also co-heads the Los Angeles (40 lawyers) and Palo Alto (24 lawyers) offices.

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

## PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Sergio Galvis, Latin America Practice (Head), Sovereign Issuers Practice (Co-Head); Tracy Richelle High, Labor and Employment Practice (Co-Head); Kathleen McArthur, Commodities, Futures and Derivatives Practice (Co-Head); Diane McGimsey, Labor and Employment Practice (Co-Head); Kay Ian Ng, Corporate Finance - Securities Practice (Co-Head), Hong Kong Law (Head); Inosi Nyatta, Africa Practice (Co-Head), Natural Resources Practice (Co-Head), Project Finance Practice (Co-Head); Juan Rodriguez, Antitrust Practice (Co-Head), Europe Practice (Head), European Union (Co-Head); Marc Treviño, Executive Compensation and Benefits Group (Managing Partner), Corporate Governance Practice (Co-Head); Krishna Veeraraghavan, Technology: Finance and Mergers & Acquisitions (Co-Head); Chun Wei, Asia Practice (Head)

Women heading practices: Audra Cohen, General Practice Group (Co-Managing Partner, 499); Sharon Nelles, Litigation Group (Co-Managing Partner, 321); Whitney Chatterjee, Investment Management Practice (Head); Catherine Clarkin, Capital Markets Group (Deputy Managing Partner), Blue Sky/FINRA Clearance Practice (Head); Amanda Davidoff, Litigation Practice (Co-Deputy Managing Partner); Nicole Friedlander, Cybersecurity Practice (Co-Head); Renata Hesse, Antitrust Practice (Co-Head); Tracy Richelle High, Labor and Employment Practice (Co-Head); Julia Jordan, Labor and Employment Practice (Co-Head); Marion Leydier, Insurance Practice (Co-Head); Kathleen McArthur, Commodities, Futures and Derivatives Practice (Co-Head); Diane McGimsey, Labor and Employment Practice (Co-Head); Inosi Nyatta, Africa Practice (Co-Head), Natural Resources Practice (Co-Head), Project Finance Practice (Co-Head); Rita-Anne O'Neill, Private Equity Practice (Co-Head); Aisling O'Shea, Foreign Corrupt Practices Act Practice (Co-Head); Ann-Elizabeth Ostrager, Labor and Employment Practice (Co-Head); Laura Kabler Oswald, Foreign Corrupt Practices Act Practice (Co-Head), Intellectual Property Practice (Co-Head); Sarah Payne, Capital Markets Group (California and Asia Regions) (Co-Managing Partner), Technology: Finance and Mergers & Acquisitions (Co-Head); Alison Ressler, California Practice (Head), Private Equity Practice (Co-Head); Melissa Sawyer, Corporate Governance Practice (Co-Head); Chun Wei, Asia Practice (Head)

LGBTQ attorneys heading practices: Mitchell Eitel, Financial Institutions Group (Managing Partner); Dustin Guziar, Intellectual Property Practice (Co-Head); Steven Holley, Antitrust Practice (Co-Head); Frederick Wertheim, Broker-Dealer Regulation Practice (Co-Head)

Individuals with Disabilities heading practices: [No response]

## COMMITTEE LEADERS

Minorities heading committees: Sergio Galvis, Hiring Partners Committee; Tracy Richelle High, Diversity Committee (Co-Chair); Inosi Nyatta, Women's Initiative Committee (Co-Chair); Marc Treviño, Managing Partners Committee (Secretary)

Women heading committees: Whitney Chatterjee, Investment Committee (Chair); Elizabeth Davy, Managing Partners Committee (Co-Special Advisor); Tracy Richelle High, Diversity Committee (Co-Chair); Beth Newton, Women's Initiative Committee (Co-Chair); Inosi Nyatta, Women's Initiative Committee (Co-Chair); Camille Orme, Women's Initiative Committee (Senior Advisor); Sarah Payne, Opinion Practice Committee (Co-Secretary); Zena Tamler, Associate Experience Committee (Co-Chair)

LGBTQ attorneys heading committees: David Braff, Diversity Committee (Co-Chair)

Individuals with Disabilities heading committees: [No response]

## The Firm Says

S&C has a long and proud history as a diversity leader and innovator in the legal community. In seeking to foster a diverse and inclusive work environment, we put at the forefront maintaining an environment where each individual is valued for their unique perspective and insight.

Our longstanding Diversity Committee has the mandate of continually improving the effectiveness of Firm programs to attract, mentor, retain and assist in the advancement of our diverse and women lawyers. The Diversity Committee is comprised of lawyers who hold positions of leadership and influence within S&C. Members include the Firm's senior chairman, practice group managing partners, hiring partners, work assignment partners, and special counsel and associates who have expressed commitment to the Firm's diversity and inclusion ("D&I") initiatives. We also have a Diversity Management Department comprised of three staff members who focus on D&I initiatives and programming. Our goal is to create an atmosphere of inclusion irrespective of perceived differences, and to train and develop our lawyers into trusted, effective and creative counselors who collaborate with each other, and our clients, to find sophisticated and innovative solutions to our clients' complex legal issues.

Because the Firm understands that lawyer affinity networks enhance the inclusive environment at the Firm overall, we have established several groups that meet regularly to facilitate the professional development and advancement of their members: the Asian Associates Network, the LGBT Network, the Network of Black & Latinx Lawyers and the Women's Initiative Committee ("WIC"). Although each group offers its members a unique support system, all of the networks are united in two overarching goals: to increase diversity and to promote inclusion within the S&C community. The chairs of the networks are also active members of the Firm's Diversity Committee and, as such, have input into the Firm's overall D&I strategy.

Our affinity networks have created signature programs to further their missions to strengthen the support they provide members. They also host social and networking events, which offer opportunities to connect with lawyers across the Firm. Throughout the year, the networks host events in celebration of individual heritage months; summer associate receptions, often held at partners' homes; new associate welcome dinners; and partner-led discussions covering a wide range of substantive practice and professional development topics.

Additionally, each network maintains bespoke mentoring programs, which match more senior members of the network with new associates joining the network each fall.

The WIC provides a wide range of programs that include: Women's Leadership Lunch Series-brings women lawyers together with S&C's partners for panel presentations, ideation breakout sessions, and discussions on best practices to access additional professional development opportunities; allows women to connect with partners in a relaxed, intimate setting as well as hear outside perspectives and to envision new ways to overcome obstacles-both actual and perceived-and see a way to advance their power; Office Hours-our women partners set aside specific windows of time each week for our women associates to engage in candid discussions about any matter of interest, whether personal or professional; allows partners and associates to exchange ideas and to get to know each other both within and across departments; Women@S&C Lunch Program-monthly series of small group lunches, hosted by two women partners, that provides a casual setting for women lawyers at the Firm to share perspectives and learn from each other's experiences; Conversation & Cocktails-bi-monthly receptions that provide women at all seniority levels and practice areas the opportunity to nurture informal mentoring relationships; Women@S&C Book Club-program to provide opportunities for our women lawyers to engage intellectually on topics outside of the law; and Working Parents Series-series that covers topics of interest and relevance to parents and expectant parents at S&C; program open to all lawyers.

To further support our community during the COVID-19 crisis, our women partners continue to host virtual Office Hours across all offices while we are working remotely, and the WIC recently hosted a virtual Leadership Lunch with our new women partners. Senior members of the WIC have also reached out to our junior women associates and hosted virtual Coffee Breaks to check in with them as we navigate this unprecedented time. Our affinity networks are also hosting regular virtual meetings with network members, and mentors in each network have reached out to their mentees to continue to provide ongoing support.

The Firm's ongoing commitment to celebrate our similarities and differences on a Firm-wide basis is captured in one of our signature events-the "S&C Celebrates Diversity" speaker series. Through the series, we offer our people the ability to connect with industry leaders of diverse backgrounds who share the challenges and successes they have experienced in their careers, and their views on why diversity matters in the workplace. These talks are open to all lawyers and staff at the Firm worldwide. The Firm's senior chairman (also a member of the Diversity Committee) introduces each speaker, setting the tone from the top that S&C truly values D&I.

As a reflection of our global practice, we have invited a wide variety of speakers to present to our people, ranging from judges, members of political cabinets, and influential businesspeople. For example, this past fall, A. Verona Dorch, Executive Vice President, Chief Legal Officer, Government Affairs and Corporate Secretary at Peabody Energy, discussed her 25-year career in legal, governance and government affairs experience counseling global businesses. At length, Ms. Dorch also discussed why D&I are imperative initiatives in the workplace, and the responsibility that firms have to recruit, retain, and promote diverse and women lawyers. Our "S&C Celebrates Diversity" initiative is not only educational and inspirational, but also showcases the benefits of operating with authenticity and integrity.

D&I are also crucial factors in our recruiting efforts. In addition to recruiting at over 30 law schools and job fairs, members of S&C's networks and the WIC enhance S&C's existing recruiting efforts by serving as liaisons to affinity groups at the law schools where we actively recruit students. Through substantive programming, including panel discussions and workshops, the Firm and its lawyers provide a valuable resource to students by helping them understand the steps they need to take to best position themselves to have successful careers. These interactions keep us connected to law students throughout the year and encourage the development of informal mentoring relationships, which can be crucial to students as they assess where to begin their legal careers.

S&C believes that maintaining a diverse and inclusive community is mission critical to our business. We also believe we have a responsibility to be a change agent and thought leader within the legal profession. One of our latest efforts to drive tangible results in the D&I space in the legal industry is our annual Student Diversity Leadership Summit. The Summit takes place in the spring semester and is a multi-day conference, in which we host diverse students enrolled in law and business schools in the Northeast in partnership with a client. We address how students can best leverage themselves to positively impact their campuses and the legal and business professions more broadly.

Maintaining partnerships with external organizations that are committed to D&I initiatives is an important way in which we further our D&I efforts. As an example, we partner with organizations that are committed to growing the pipeline through internship, mentoring and development programs for students of color. These organizations prepare urban youth from underserved communities to compete at high academic levels by providing intensive legal and educational skill-building programs. We partner with Legal Outreach and NJ LEEP at the high school level and with Sponsors for Educational Opportunity at the college level. For individuals who are no longer in a school setting, S&C also actively supports the Association of the Bar of the City of New York's Office for Diversity and Inclusion and is a member of the Leadership Council on Legal Diversity, an organization of more than 200 corporate chief legal officers and law firm managing partners dedicated to creating a more diverse legal profession.

In addition to the programs listed above, S&C also supports-through financial contributions and lawyer participation-numerous professional organizations dedicated to advocacy and equality for diverse and women communities, including: the ACLU and NYCLU LGBT & AIDS Project, Advocacy & Services for LGBT Elders, Asian American Bar Association of New York, Asian American Legal Defense & Education Fund, Association of Black Women Attorneys, Cafecito, Dress for Success, Her Justice, Hispanic National Bar Association, Immigration Equality, Judges and Lawyers Breast Cancer Alert, Lambda Legal, Latino Justice PRLDEF, the Metropolitan Black Bar Association, NAACP

# Sullivan & Cromwell LLP

## 2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

Legal Defense & Education Fund, National LGBT Bar Association, National Women's Law Center, National Queer Asian Pacific Islander Alliance, Out Leadership, Practicing Attorneys for Law Students, Inc., Stonewall and The Lesbian, Gay, Bisexual & Transgender Community Center.

We are proud of our efforts, and we will continue to make D&I a top priority at S&C because these principles are part of our core values.

