

*When it comes to Diversity & Inclusion,
we're all in.*

At S&C, we believe that attracting, developing and retaining the finest lawyers of all backgrounds is vital to providing the highest level of service to our clients.

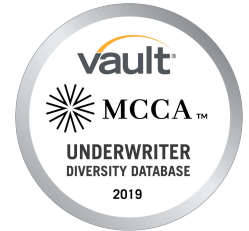
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Sullivan & Cromwell LLP

2018 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; London, England; Paris, France; Frankfurt, Germany; Hong Kong; 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, 2017
Firmwide	875	909
U.S. offices only	707	737

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2017)

	Men	Women
White/Caucasian	257	136
African-American/Black	3	8
Hispanic/Latino	10	9
Alaska Native/American Indian	0	1
Asian	29	45
Native Hawaiian/Pacific Islander	0	0
Multiracial	6	4
Openly LGBTQ	26	8
Individuals with disabilities	n/a	n/a
Total	305	203

The Firm does not maintain records on people with disabilities.

EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	97	24
African-American/Black	1	2
Hispanic/Latino	4	1
Alaska Native/American Indian	0	0
Asian	3	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	9	0
Individuals with disabilities	n/a	n/a
Total	105	29

The Firm does not maintain records on people with disabilities.

OF COUNSEL (2017)

	Men	Women
White/Caucasian	64	27
African-American/Black	0	1
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	0
Individuals with disabilities	n/a	n/a
Total	65	30

The Firm does not maintain records on people with disabilities.

SUMMER ASSOCIATES (2017)

	Men	Women
White/Caucasian	57	37
African-American/Black	3	3
Hispanic/Latino	3	3
Alaska Native/American Indian	0	0
Asian	11	12
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	2
Openly LGBTQ	5	2
Individuals with disabilities	n/a	n/a
Total	77	57

The Firm does not maintain records on people with disabilities.

NON-EQUITY PARTNERS (2017)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

The Firm does not maintain records on people with disabilities.

NEW HIRES (2017)

	Men	Women
White/Caucasian	72	43
African-American/Black	0	1
Hispanic/Latino	2	4
Alaska Native/American Indian	0	0
Asian	11	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	2
Openly LGBTQ	9	2
Individuals with disabilities	n/a	n/a
Total	86	58

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 Senior Chairman and Chairman of the Firm; 4. Trainings – including an office-wide mandatory Diversity & Inclusion Education Program, summer associate and new associate diversity training sessions; 5. Speaker Events – including the annual S&C Celebrates Diversity Speaker Series; 6. Panel Discussions – including the Women in Law Program and 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 Legal Defense & Education Fund, Asian American Bar Association of New York, District of Columbia Bar, National LGBT Bar Association, NAACP Legal Defense & Education Fund, and the New York Women's Foundation; 8. Lawyer Affinity Networks – the Women's Initiative Committee, Asian Associates Network, LGBT Network and Network of Black & Latino Lawyers, each of which facilitates 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; 10. Diversity-Specific Publications – including a Women's Brochure and Diversity 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, Deputy Managing Partner of the Firm's Litigation Group, Co-Chair of the Firm's Diversity Committee, Co-Founder and Co-Chair of the Firm's Women's Initiatives Committee; Kyra Laursen - Associate Director, Associate Development & Women's Initiatives, Legal Talent Center; Kelly Smith - Manager Diversity Programs, Diversity Management Department; and Ayanna Ryans-Holder, Senior Coordinator - Diversity Programs, Diversity Management Department.

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2017, 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: 31

Total hours spent on diversity: 3065

Comments: Total number of hours is exclusive of the hours spent by the Firm's Diversity Manager and Coordinator, both of whom devote 100% of their time to furtherance of the Firm's diversity and inclusion initiatives. It is also exclusive of the hours spent by the Firm's Associate Director of Associate Development and Women's Initiatives, who devotes 40% of her time to furtherance of the Firm's diversity and inclusion initiatives, particularly as it relates to 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 Firmwide Diversity Education Program; and 3. the formalization of the Diversity Committee, the Women's Initiatives 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 diversity training for all attorneys and staff
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

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



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			Ensure that EEO and non-discrimination policies specifically address gender identity

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
			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



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 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; and 2. 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 four Legal Outreach, NJ LEEP and Boys Club of New York 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 and Boys' Club 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 schools: Columbia Law School; Cornell Law School; Harvard Law School; University of Pennsylvania Law School; Yale Law School

Other private 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 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

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)

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 (2017)

	Men	Women
White/Caucasian	48	28
African-American/Black	1	1
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	10	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	4	2
Individuals with disabilities	n/a	n/a
Total	62	41

The Firm does not maintain records on people with disabilities.

OFFERS ACCEPTED* (2017)

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

	Men	Women
White/Caucasian	33	17
African-American/Black	1	1
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	7	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	1	2
Individuals with disabilities	n/a	n/a
Total	45	30

The Firm does not maintain records on people with disabilities.

OFFERS MADE* (2017)

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

	Men	Women
White/Caucasian	48	28
African-American/Black	1	1
Hispanic/Latino	1	1
Alaska Native/American Indian	0	0
Asian	10	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	4	2
Individuals with disabilities	n/a	n/a
Total	62	41

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 (2017)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	10	9
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	3	0
Individuals with disabilities	n/a	n/a
Total	14	10

The Firm does not maintain records on people with disabilities.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2017)

	Men	Women
White/Caucasian	12	2
African-American/Black	0	0
Hispanic/Latino	0	1
Alaska Native/American Indian	0	0
Asian	4	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with disabilities	n/a	n/a
Total	17	4

The Firm does not maintain records on people with disabilities.

LATERAL OF COUNSEL HIRES (2017)

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

The Firm does not maintain records on people with disabilities.

LATERAL PARTNER HIRES* (2017)

* Both equity and non-equity

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

The Firm does not maintain records on people with disabilities.

NEW PARTNERS PROMOTED* (2017)

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

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

The Firm does not maintain records on people with disabilities.

NEW EQUITY PARTNERS* (2017)

* Whether hired laterally or promoted from within

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

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
- Other (please specify)

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

No

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 2017

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2017

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

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
- 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

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 customized flex-time schedules that are specific 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. 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 lawyers' 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 scheduled 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, including as recently as 2016.

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 (2017)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	3	3	508
Of counsel	2	5	7	95
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	1	1	134



Management Demographic Profile

FIRMWIDE COMMITTEES 2017

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	8	3
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with disabilities	n/a	n/a
Total	9	3

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	19	6
African-American/Black	0	1
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with disabilities	n/a	n/a
Total	23	7

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/Latino	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	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	11	7
African-American/Black	1	3
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	5	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	6	1
Individuals with disabilities	n/a	n/a
Total	18	13

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2017)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	5	117	26
Number of such positions held by:			
Minorities	0	14	4
Women	0	19	6
LGBTQ attorneys	0	6	1
Individuals with disabilities	0	n/a	n/a

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 (39 lawyers) and Palo Alto (25 lawyers) offices.

LGBTQ attorneys heading offices: [No response]

Individuals with disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Robert Chu: Australia Practice (Co-Head); Sergio J. Galvis: Latin America Practice (Head), Sovereign Issuers Practice (Co-Head); Tracy Richelle High: Labor and Employment Practice (Co-Head); Kathleen S. McArthur: Commodities, Futures and Derivatives Practice (Litigation) (Co-Head); Kay Ian Ng: Hong Kong Law Practice (Head), Corporate Finance - Securities Practice (Co-Head); Inosi M. Nyatta: Africa Practice (Co-Head); Juan Rodriguez: Europe Practice (Head), European Union Practice (Co-Head); Marc M. Trevino: Executive Compensation and Benefits Group (Head), Corporate Governance Practice (Co-Head); Krishna Veeraraghavan: Technology, Finance and Mergers & Acquisitions Practice (Co-Head); Chun Wei: Asia Practice (Head).

Women heading practices: Whitney A. Chatterjee: Alternative Investment Management Practice (Head), Investment Management Practice (Co-Head); Catherine M. Clarkin: Blue Sky/FINRA Clearance Practice (Head); Ann Bailen Fisher: Sovereign Issuers Practice (Co-Head); Nicole Friedlander: Cybersecurity Practice (Co-Head); Renata B. Hesse: Antitrust Practice (Co-Head); Tracy Richelle High: Labor and Employment Practice (Co-Head); Julia M. Jordan: Labor and Employment Practice (Co-Head); Marian Leydier: Insurance Practice (Co-Head); Kathleen S. McArthur: Commodities, Futures and Derivatives Practice (Litigation) (Co-Head); Inosi M. Nyatta: Africa Practice (Co-Head); Rita-Anne O'Neill: Private Equity (Co-Head); Laura Kabler Oswald: Foreign Corrupt Practices Act Practice (Co-Head); Sarah P. Payne: Corporate and Capital Markets Group (California and Asia Regions) (Co-Head), Technology, Finance and Mergers & Acquisitions Practice (Co-Head); Alison S. Ressler: California Practice (Co-Head), Private Equity Practice (Co-Head); Chun Wei: Asia Practice (Head)

LGBTQ attorneys heading practices: Mitchell S. Eitel: Financial Institutions Group (Head), General Practice Group (Co-Head); Steven L. Holley: Antitrust Practice (Co-Head); Bankruptcy Practice (Litigation) (Co-Head); David Rockwell: Corporate-Finance Securities Practice (Co-Head), European Capital Markets Practice (Head); Frederick Wertheim: Broker-Dealer Regulation Practice (Co-Head).

Individuals with disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Sergio J. Galvis: Hiring Partners Committee (Chair); Tracy Richelle High: Diversity Committee (Co-Chair), Women's Initiatives Committee (Co-Chair); Kathleen S. McArthur: Women's Initiatives Committee (Co-Chair).

Women heading committees: Tracy Richelle High: Diversity Committee (Co-Chair), Women's Initiative Committee (Co-Chair); Kathleen S. McArthur: Women's Initiative Committee (Co-Chair); Camille Orme: Women's Initiative Committee (Co-Chair); Melissa Sawyer: Knowledge Management Committee (Chair); Zena M. Tamler: Associate Experience Committee (Co-Chair)

LGBTQ attorneys heading committees: David H. 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. We value the unique abilities and perspectives of every individual, and we support diversity and inclusion in its broadest sense. In seeking to foster a diverse and inclusive work environment, we put at the forefront maintaining an environment where each individual is valued for her or his 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 women and diverse lawyers. The Diversity Committee is comprised of lawyers who hold positions of leadership and influence within the Firm. 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 initiatives. Our Firm also maintains a Diversity Management Department – staffed with two full-time employees – which is charged with developing, implementing and coordinating the Firm's diversity and inclusion initiatives. Our approach to our initiatives is multi-faceted, and encompasses recruiting and retention, diversity education and training, substantive and social internal programming, community outreach through our pipeline programs, as well as patronage of numerous diversity-related organizations.

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 & Latino Lawyers and the Women's Initiative Committee (the chairs of which also sit on the Diversity Committee). Each of these groups (i) offers a candid forum for members to discuss topics of interest; (ii) hosts panel discussions and speakers on a variety of educational topics to enrich the Firm's professional development initiatives; (iii) provides mentorship opportunities; and (iv) actively participates in the law student recruiting process.

In order to attract the most diverse group of talented lawyers, S&C recruits at over 30 law schools and job fairs. The Firm also works with student affinity groups and bar associations to sponsor panel discussions, conferences, retreats and networking events. By placing an emphasis on substantive programming, the Firm and its lawyers provide a valuable resource to students by helping them better understand the realities of practicing law and the steps they need to take to best position themselves to have successful careers. Our lawyer networks also play a crucial role in our recruiting efforts. A member of each network is assigned as a liaison to each affinity group at the law schools where we actively recruit students. They introduce themselves to the affinity group leadership, check in with them throughout the year, encourage members to bid on the Firm for on-campus interviews and make recommendations to the Firm's Diversity Management and Recruiting departments regarding which events and programs to sponsor. In addition, partners regularly open up their homes to host 1L receptions for women and diverse attorneys. 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. Students also get a better sense of who we are and what business imperatives - of which diversity is one - drive us on a daily basis.

A key component to attorney retention and advancement is creating an environment where associates can see a future for themselves at the Firm. Examples of programs that assist with this are (i) Women@S&C Lunch Program, a series of monthly, informal, small group lunches – hosted by two women partners – for the Firm's women associates and special counsel; and (ii) the "Office Hours" Program, a program wherein our women partners set aside specific windows of time each month that are posted on our internal website for our women associates to engage in one-on-one discussions about any matter of interest, whether personal or professional. In addition to providing direct access to our women partners, these programs allow partners and associates to exchange ideas, to get to know each other, and to cross-promote ideas both within and across departments. Associates are also able to receive informal guidance and feedback in a private setting where they can speak freely and candidly about whatever is on their mind.

The Firm also prioritizes initiatives that involve partnering with clients to host diversity events and programs. Our S&C Celebrates Diversity Speaker Series invites speakers of the highest caliber to discuss their experiences, their accomplishments and relevant current events with lawyers and staff. Over the past six years these events have featured: (1) Mona Sutphen, former White House Deputy Chief of Staff in the Obama administration and head of Macro Analysis at USB and author of the book, *The Next American Century: How the U.S. Can Thrive as Other Powers Rise*; (2) Baroness Patricia Scotland of Asthal, the first woman and black person to be appointed Attorney General for England and Wales since the creation of the position in 1315; (3) Carla Harris, chair of the National Women's Business Council, Vice Chairman of Global Wealth Management and Senior Client Advisor at Morgan Stanley and author of the book *Expect to Win: 10 Proven Strategies for Thriving in the Workplace*; (4) The Honorable Judge Denny Chin of the Second Circuit; (5) Kim Azzarelli, founder of Seneca Women, co-founder and chair of Cornell Law School's Avon Global Center for Women and Justice, and co-author of *Fast Forward: How Women Can Achieve Power and Purpose*; (6) Ricardo Anzaldúa, Executive Vice President and General Counsel of MetLife, Inc; and (7) The Honorable Judge William Francis Kuntz, E.D.N.Y. In addition, clients are also invited to the Firm's heritage month receptions, which are hosted by S&C's affinity groups and, for the past several years, the Firm has invited its clients' summer interns to participate in some of our summer associate programming.

The Firm is also deeply committed to growing the pipeline of diverse attorneys through internship, mentoring and development programs for high school, college and law school students of color. At the high school level we partner with Legal Outreach and NJ LEEP. These organizations prepare urban youth from underserved communities to compete at high academic levels by providing intensive legal and educational skill-building programs. At the college level, we are a longstanding partner with SEO, a non-profit organization that provides mentoring programs for minority high school students and continues to support their development throughout college and over the participants' careers. The Firm also actively supports Practicing Attorneys for Law Students, Inc. and 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 women and diverse communities, including: the ACLU and NYCLU LGBT & AIDS Project, Asian American Legal Defense & Education Fund, Association of Black Women Attorneys, Dress for Success, Her Justice, Immigration Equality, Judges and Lawyers Breast Cancer Alert, Lambda Legal, Latino Justice PRLDEF, NAACP Legal Defense & Education Fund, National LGBT Bar Association, New York Women's Foundation, Out in Law, The Lesbian Gay, Bisexual & Transgender Community Center, and YWCA of the City of New York.

We are proud of our efforts, and we will continue to make diversity and inclusion a top priority of the Firm because these principles are part of our core values.