

# Cadwalader, Wickersham & Taft LLP

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

200 Liberty Street  
New York, NY 10281  
Phone: 2125046000  
Fax: 2125046666  
[www.cadwalader.com](http://www.cadwalader.com)

### LOCATIONS

Washington, DC; Charlotte, NC; London England; Brussels Belgium; New York, NY

### DIVERSITY LEADERSHIP

**Head(s) of Firm:** Mr. Patrick Quinn, Managing Partner

**Diversity team leader(s):** Ms. Aisha Greene, Director of Attorney Development & Training; Ms. La Tonya Brooks, Manager of Diversity & Inclusion

### NUMBER OF ATTORNEYS

#### TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	384	390
U.S. offices only	323	331

### Law Firm Demographic Profile

#### Does your firm have more than one tier of partnership?

Yes

##### ASSOCIATES (2018)

	Men	Women
White/Caucasian	98	44
African-American/Black	5	4
Hispanic/Latinx	6	5
Alaska Native/American Indian	0	0
Asian	9	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	1
Openly LGBTQ	8	4
Individuals with Disabilities	2	0
<b>Total</b>	<b>123</b>	<b>67</b>

##### SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	9	11
African-American/Black	0	3
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	3	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>21</b>

3 male associates did not disclose ethnicity

##### EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	53	12
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	1	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	2	0
Openly LGBTQ	2	2
Individuals with Disabilities	1	0
<b>Total</b>	<b>59</b>	<b>13</b>

##### NON-EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	4	0
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	1
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>4</b>	<b>2</b>

##### OF COUNSEL (2018)

	Men	Women
White/Caucasian	35	17
African-American/Black	0	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	1
Individuals with Disabilities	1	0
<b>Total</b>	<b>38</b>	<b>21</b>

##### NEW HIRES (2018)

	Men	Women
White/Caucasian	33	11
African-American/Black	4	1
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	4	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>44</b>	<b>16</b>

2 males did not disclose ethnicity

### Strategic Plan and Diversity Leadership

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

All personnel have access to our intranet site, "Cadwalader Connect" to learn about firm policy, personnel additions, current events, and firm initiatives. Diversity programming and achievements are consistently highlighted on Cadwalader Connect.

Our external website includes a section devoted to Cadwalader's Center for Diversity and Inclusion (CCDI), which serves as our umbrella platform for all diversity programming and events.

Monthly newsletters from senior law firm administrators both notify and promote diversity programming and opportunities, including information and programs for heritage months.

Pat Quinn, the Managing Partner, updates the firm on diversity matters at regular town hall meetings (which include all attorneys and staff).

Emails from the Managing Partner and various firm leaders also communicate details about diversity events, achievements, policies, and opportunities.

The firm offers and requires periodic diversity training to not only reinforce the importance of diversity policies, but to also support dialogue and feedback from the broader Cadwalader community.

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

Aisha Greene, Director of Attorney Development & Training; La Tonya Brooks, Manager of Diversity and 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 2018, 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: 8

Total hours spent on diversity: 650

Comments: In addition to serving on the Diversity Oversight Committee, most members of the committee also serve on the Women's Task Force. Members of the Diversity Oversight Committee also serve as a Partner Sponsor to an affinity network. The 650 hours includes the total spent on all these activities.

#### 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?

Formal

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

Monthly

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

The Diversity Oversight Committee ("OC") reports on diversity metrics and benchmarks; and approves each affinity network's business plan (which must identify clear objectives and strategies for achieving those objectives). Bi-annually, the OC engages a third party vendor to administer an attorney engagement survey to give attorneys the opportunity to provide anonymous feedback about the impact of the Firm's diversity initiatives. The feedback is used to assess our diversity initiatives, enhance the Firm's diversity strategy and help us develop new programs and initiatives.

#### 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)

#### 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



# Cadwalader, Wickersham & Taft LLP

## 2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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.**

Cadwalader sponsors bi-weekly fundraising campaigns to support local organizations that address a variety of philanthropic endeavors, including diversity pipeline programs. Pipeline programs that we support include Legal Outreach, NJ LEEP, APEX for Youth, Junior Achievement (JA), Sponsors for Educational Opportunity (SEO), and What About the Children. Cadwalader also hosts a Girls in Finance workshop for high school girls, an introductory finance workshop and mentoring program for high school girls (with a focus on racially diverse students). The goal is to encourage young women to pursue careers in the finance sector (law or business) by exposing them to some elementary financial concepts and introducing them to successful women who have chosen that career path. We partner with clients on this initiative.

Jefferson Academy: Cadwalader's DC office has an ongoing relationship with the Jefferson Academy. Students, who have made the honor roll, are invited to have lunch with the attorneys in the office. We also periodically send attorneys to the Career Days at the school. Students have also shadowed attorneys for a day.

James Madison High School: Cadwalader has a longstanding relationship with this Brooklyn public high school. Since 1982, the firm has coached the school's mock trial team and moot court team, and provided mentorship opportunities for students interested in the legal profession.





### Recruitment - New Associates

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

*Ivy League law schools:* Columbia, Cornell, Harvard, University of Pennsylvania, and Yale

*Other private law schools:* American University, Boston College, Boston University, Brooklyn Law School, Cardozo Law School, Catholic University Law School, University of Chicago, Duke, Emory, Fordham, George Washington, Georgetown, Northwestern, NYU, Stanford, Temple, Vanderbilt, Washington University

*Public state law schools:* Alabama, Berkeley, Michigan, Minnesota, Texas, Virginia

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

*Diversity job fairs:* Black Law Students Association; 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?

N/A



### Recruitment - New Associates

#### ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	9	11
African-American/Black	0	3
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	3	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>21</b>

#### OFFERS MADE\* (2018)

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

	Men	Women
White/Caucasian	9	11
African-American/Black	0	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	3	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	3
Individuals with Disabilities	0	0
<b>Total</b>	<b>14</b>	<b>20</b>

#### OFFERS ACCEPTED\* (2018)

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

	Men	Women
White/Caucasian	6	9
African-American/Black	0	2
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	2	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	2	2
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>18</b>

#### NEITHER ACCEPTED NOR DECLINED (2018)

\* 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
<b>Total</b>	<b>0</b>	<b>0</b>

### Recruitment - Lateral Associates and Partners

#### LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	13	6
African-American/Black	1	1
Hispanic/Latinx	1	1
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
<b>Total</b>	<b>16</b>	<b>8</b>

#### LATERAL OF COUNSEL HIRES (2018)

	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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>2</b>

One lateral associate male declined to identify ethnicity

#### LATERAL PARTNER HIRES\* (2018)

\* Both equity and non-equity

	Men	Women
White/Caucasian	5	0
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
<b>Total</b>	<b>5</b>	<b>1</b>

#### NEW PARTNERS PROMOTED\* (2018)

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

	Men	Women
White/Caucasian	6	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>7</b>	<b>0</b>

Two women partners were promoted from Counsel rank in 2018 from the Firm's London office

#### NEW EQUITY PARTNERS\* (2018)

\* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	9	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	1	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>10</b>	<b>1</b>

## 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?

Yes

### 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:

Eilene Bloom Group; Audrey Golden Associates; Kramer Jacobs; Sandra Green Legal; Springboard Search; Triumph Search



### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	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
<b>Total</b>	<b>2</b>	<b>1</b>

##### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	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
<b>Total</b>	<b>4</b>	<b>4</b>

##### 3RD-YEAR ASSOCIATES

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

##### 4TH-YEAR ASSOCIATES

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

##### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	0
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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

##### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	1
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	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>1</b>

### Retention and Professional Development

#### ATTORNEYS WHO LEFT THE FIRM IN 2018

##### 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	0
African-American/Black	0	0
Hispanic/Latinx	0	1
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
<b>Total</b>	<b>2</b>	<b>1</b>

##### 8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	2	1
African-American/Black	1	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	1	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>3</b>	<b>1</b>

##### OF COUNSEL

	Men	Women
White/Caucasian	7	4
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	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	0	0
<b>Total</b>	<b>8</b>	<b>5</b>

##### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	0	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
<b>Total</b>	<b>0</b>	<b>1</b>

##### EQUITY PARTNERS

	Men	Women
White/Caucasian	2	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
<b>Total</b>	<b>2</b>	<b>1</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)

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?

n/a

### Retention and Professional Development

PART-TIME ATTORNEYS (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	1	3	4	193
Of counsel	2	6	8	59
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	n/a	n/a	n/a	n/a

We do not track part-time schedules for Partners





### Management Demographic Profile

#### FIRMWIDE COMMITTEES 2018

##### EXECUTIVE/MANAGEMENT COMMITTEE\*

\* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	8	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	1
Individuals with Disabilities	0	0
<b>Total</b>	<b>8</b>	<b>1</b>

As of January 1, 2019 the management committee consist of 11 partners in total; 8 Caucasian men and 2 Caucasian women; 1 Hispanic man; 2 open LGBT women.

##### HIRING COMMITTEE\*

\* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	2	5
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	0	0
<b>Total</b>	<b>2</b>	<b>5</b>

As of January 1, 2019, the hiring committee consist of 10 partners in total; 4 Caucasian women and 6 Caucasian men, 1 open LGBT man.

##### 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>

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/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>

N/A

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

	Men	Women
White/Caucasian	2	4
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	2
Individuals with Disabilities	0	0
<b>Total</b>	<b>2</b>	<b>6</b>

### Management Demographic Profile

#### OTHER LEADERSHIP ROLES

Leadership positions (2018)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	3	13	36
Number of such positions held by:			
Minorities	0	1	1
Women	0	2	9
LGBTQ attorneys	0	1	2
Individuals with Disabilities	0	1	1

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? 3

Minorities heading offices: n/a

Women heading offices: n/a

LGBTQ attorneys heading offices: n/a

Individuals with Disabilities heading offices: n/a

#### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Richard Brand, Corporate Co-Chair (31)

Women heading practices: Linda Swartz, Tax (14); Jodi Avergun, White Collar (15)

LGBTQ attorneys heading practices: Linda Swartz, Tax (14)

Individuals with Disabilities heading practices: Richard Schetman, Financial Services Co-Chair (36)

#### COMMITTEE LEADERS

Minorities heading committees: Ray Shirazi, Technology Committee (16); Robert Kim, Asian Pacific American Affinity Network (75); Cheryl Barnes & Ellen Holloman, Black and Latino Affinity Network (93)

Women heading committees: Lisa Pauquette, Hiring Committee (8); Jodi Avergun Cadwalader Center for Community Service (3); Dorothy Auth, Ingrid Bagby, Linda Swartz, Center for Career Advancement (12); Michele Maman, Beth Taylor, Pro Bono Advisory Committee (7); Dorothy Auth, Sophie Cuthbertson, Lisa Pauquette, Technology Committee (15); Melissa Hinkle, Asian Pacific American Affinity Network (75); Cheryl Barnes & Ellen Holloman, Black and Latino Affinity Network (93); Ingrid Bagby, Women's Leadership Initiative (157); Linda Swartz and Anne Tompkins, LGBT Affinity Network (88); Linda Swartz, Women's Task Force (8)

LGBTQ attorneys heading committees: Linda Swartz, Center for Career Advancement (12); Linda Swartz and Anne Tompkins, LGBT Affinity Network (88); Linda Swartz, Women's Task Force (8)

Individuals with Disabilities heading committees: Richard Schetman, Benefits & Retirement (4)



### The Firm Says

#### Mission and Motivation

Cadwalader is committed to fostering a diverse and inclusive work environment that supports the development and advancement of individuals of all background, so as to better serve our clients and our communities.

The Cadwalader Center for Diversity & Inclusion (CCDI) serves as a central resource for the Firm's diversity programs, initiatives and policies, and aims to enhance gender, racial/ethnic and LGBT diversity and inclusion within the Firm to create an unrivalled environment that attracts, retains and promotes the best and brightest talent available to serve our clients.

Through the CCDI and the Women's Task Force, the Firm offers diversity programs and initiatives designed to help diverse attorneys at each level: junior; mid-level; and senior, navigate the Firm successfully and understand the unwritten rules of success. Our goal is to provide career development assistance to develop tomorrow's leaders. Our diversity talent management programs are taught by senior partners at the Firm, including Patrick Quinn, our Managing Partner.

#### Cadwalader's Diversity Oversight Committee

The Cadwalader Center for Diversity & Inclusion (CCDI) Oversight Committee, the "OC," serves as the firm's Diversity Committee and consists of a cross-section of senior partners from various backgrounds, practice groups and offices, Director of Attorney Development & Training and Manager of Diversity & Inclusion. The OC acts in a steering and advisory capacity to:

- Provide governance to the CCDI;
- Develop and articulate the strategic objectives of the CCDI;
- Develop and sponsor new programs and evaluate the success of previously established programs; and
- Work with the firm's Management Committee to ensure commitment and success.

The OC is charged with spearheading the implementation of the Firm's diversity initiatives, including firm-wide diversity training and special events, talent management initiatives, and employee engagement initiatives. The OC is also charged with ensuring that the Firm's diversity strategy is implemented across practice groups.

There are 8 members of the CCDI Oversight Committee including the Firm's Managing Partner, Patrick Quinn.

#### Billable credit for work related to diversity initiatives

Our firm provides billable credit to attorneys that participate in all CCDI events and all affinity network events/meetings and our Firm's Sponsorship program. Further, partner compensation is tied, in part, to involvement on firm committees and initiatives including leadership positions on the Diversity Oversight Committee and affinity groups.

#### Part-time/flex-time Programs

The Firm is committed to retaining and supporting talented attorneys who have responsibilities and obligations that may, at times, require them to adjust their work schedules. While most attorneys are expected to maintain a traditional work schedule, when appropriate, adjusted work schedules can be arranged to meet the needs of the attorney as well as the needs of the Firm and its clients. Adjusted work schedules can be designed in a number of ways according to two basic structures: (a) Flexible Work Schedules, which allow attorneys to start and end workdays at different times, or work from home ("telecommute"); and (b) Reduced Work Schedules, which allow attorneys to reduce the number of hours in a day, days in a week, weeks in a month, or months in a year. The Firm also has an 80% Return to Work Program offered to those returning from Primary Care Giver Parental Leave automatically for their first three months back to the firm.

#### Affinity Bar Associations and Non-Profits

Cadwalader is a perennial supporter and financial contributor to a number of organizations focused on the recruitment, development and advancement of diverse attorneys, including the Office of Diversity at the New York City Bar Association. We have also participated in and/or provided support to a variety of organizations including AABANY, AALDEF, NAPABA, APALSA, BLSA, SALSA, Lambda Legal, Latino Justice PRLDEF, LeGal, GLAD, MBBA, and National LGBT Bar Association.

#### Diversity Awards and Honors

We are proud to share that Cadwalader has received numerous awards and honors for the success of our diversity and inclusion efforts, including:

- Cadwalader has been shortlisted for three 2019 Chambers USA Diversity & Inclusion Awards. The firm is nominated for: Outstanding Firm for Furthering Diversity and Inclusion; Corporate Social Responsibility Program of the Year, based on the success of the firm's Girls in Finance workshop series; and Pro Bono Program of the Year, for the breadth and depth of the firm's public service and outreach initiatives, including a successful clinic model that greatly expands pro bono services.
- Cadwalader received a perfect 100 percent score on the Human Rights Campaign 2019 Corporate Equality Index (CEI) and was designated as a Best Place to Work for LGBT Equality for a seventh consecutive year.
- Cadwalader was ranked 35 on the American Lawyer 2018 Diversity Scorecard.
- Cadwalader was ranked 7 in the 300-599 attorneys category for the 2019 Law 360 Best Law Firm for Minority Attorneys.
- Cadwalader earned Category Honors in the Leadership & Promotions; Training & Mentorship; and Parental & Family Accommodations categories of the Yale Law Women's 2018 Female & Family Friendly Report. • Cadwalader received the City & State New York Corporate Social Responsibility (CSR) Diversity Award in 2017.
- Cadwalader's Sponsorship Program was recognized as a "Best Practice" in the 2016 New York City Bar Diversity Benchmarking Report.

