



SULLIVAN & CROMWELL LLP

^{S&C}
Women
LEADING THE WAY



Our Values and Goals

The values, experiences and perspectives of women are integral to Sullivan & Cromwell’s culture. Greater inclusion of women in the legal profession—at all levels—is essential for a more equitable society, and we embrace the role we can play to achieve that goal.

Partners Alexa Kranzley and Kamil Shields



The S&C Experience

Each woman's S&C experience is unique. From first-year associates to partners who sit on our top Management Committee, each woman has the opportunity to forge her own path filled with exciting work, growth and a supportive community.

“There’s a place for everyone at the table and it’s important to get your seat. Grab opportunities and be confident that your unique background is a big part of what makes you valuable.”

Sharon Nelles is Managing Partner of the Firm’s Litigation Group and represents global companies in crises, litigation, investigations and enforcement actions. Sharon has represented Moody’s and JPMorgan Chase in government investigations and handled consumer litigation for Volkswagen, Microsoft and Diageo.

THE S&C EXPERIENCE

As members of S&C’s Management Committee, our highest governing body, **Alison Ressler**, **Karen Seymour** and **Sharon Nelles** (previous page) chart the course for the Firm and are dedicated advocates for the women of S&C.



“A supportive network is a key ingredient to success. We have a strong group of women partners who are deeply committed to helping our associates grow and develop.”

Alison is Co-Head of the Firm’s Global Private Equity Group and a leading authority on mergers and acquisitions, corporate governance and capital markets. Alison recently advised California Resources Corporation on the formation of a joint venture with Brookfield Renewable to create a carbon management partnership.



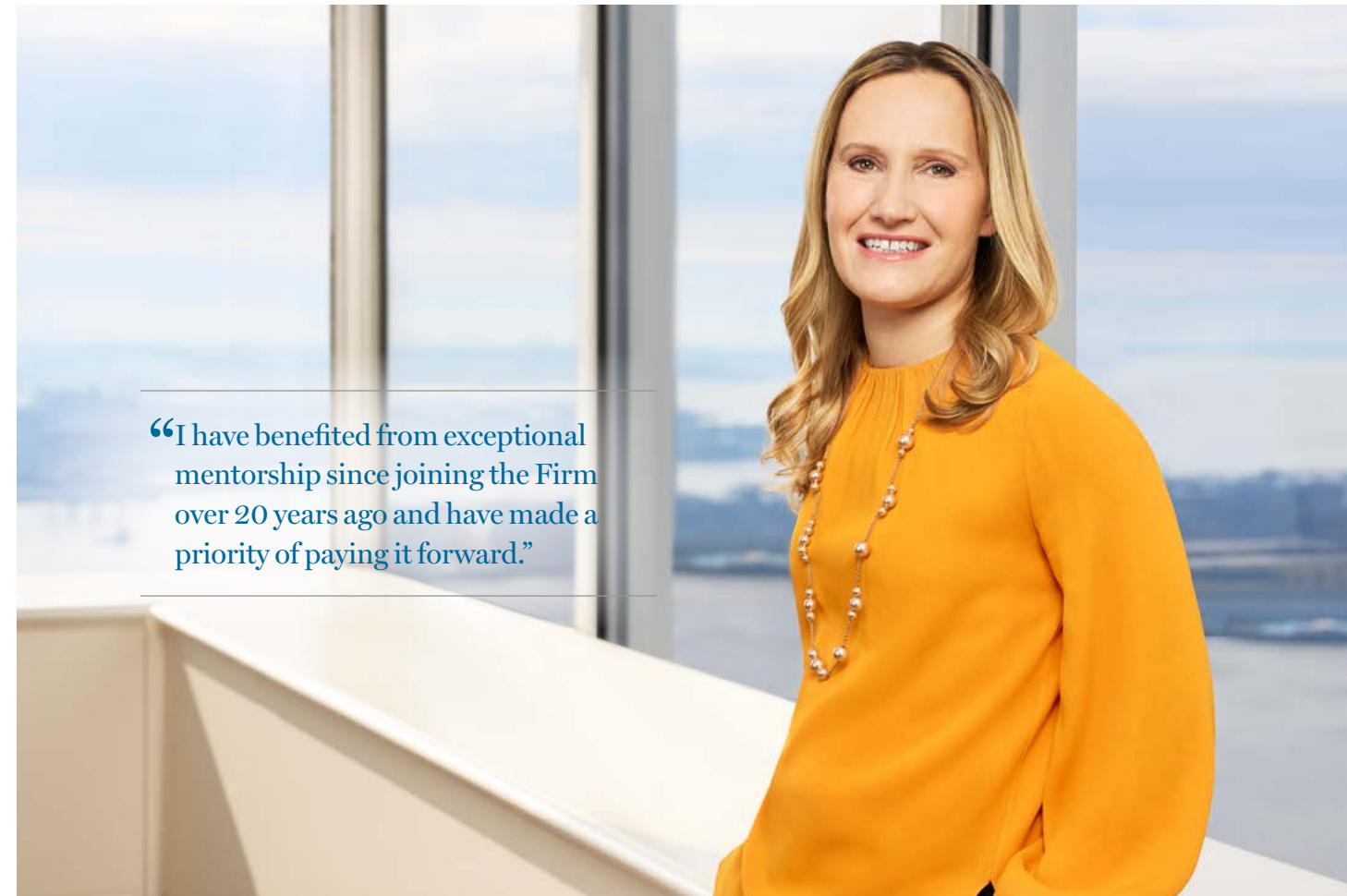
“It’s so encouraging to find ourselves in a place where, increasingly, women leaders abound. Nearly half of S&C’s practice groups are now women-led.”

Karen is a former Chief of the Criminal Division for the U.S. Attorney’s Office for the Southern District of New York and served as Executive Vice President and General Counsel at Goldman Sachs before rejoining S&C. Karen’s practice focuses on crisis management, complex commercial litigation, white-collar criminal defense and internal investigations.



“One of the invaluable aspects of my time at S&C has been working with lawyers who take pride in teaching junior associates. This dedicated mentorship has been a catalyst for my personal and professional growth.”

Ana González, class of 2015, is an associate in the General Practice Group and Financial Institutions Group. Ana advises clients on transactional, regulatory and industry advocacy-related matters.



“I have benefited from exceptional mentorship since joining the Firm over 20 years ago and have made a priority of paying it forward.”

Marion Leydier is Co-Head of S&C’s Global Insurance Practice. Marion has advised on some of the most significant and complex insurance transactions of recent years, combining M&A, capital markets and insurance regulatory expertise to deliver seamless advice for clients including AXA, Assurant and AIG.



“S&C gives you substantive responsibilities from day one. Through our generalist approach, you are encouraged to try out different practice areas to discover the work you really want to do.”

Florence Kuhl Bamford, class of 2019, is an associate in the Litigation Group. Florence has worked on matters for international financial institutions and the Bank Policy Institute.



“S&C is a collaborative place where everyone wants to see each other succeed, where we celebrate each other’s successes and where great lawyering is a team effort.”

Partner **Ann-Elizabeth Ostrager** has a diverse practice, which includes regulatory and internal investigations, employment litigation, securities litigation, cryptocurrency investigations and criminal matters.



“I frequently exchange ideas with lawyers across S&C’s practices and offices. S&C’s interdisciplinary problem-solving approach makes me a more effective lawyer, especially when advising on complex and cutting-edge ESG matters.”

June Hu, class of 2015, is an associate in the Firm’s General Practice Group. June advises clients on a broad range of corporate and transactional matters, including ESG developments.

Heather Coleman and **Jeanette Bander** are partners in our Executive Compensation team who work on private equity and public company M&A and other corporate transactions in addition to corporate governance matters.



“We advise on many different types of deals, often dealing with highly sensitive issues for boards, companies and individuals. It requires strong personal as well as legal skills.”
– Heather Coleman



“One of my favorite aspects of S&C is building relationships with clients. I’ve worked with some clients for more than a decade and it’s motivating to see those relationships evolve.”
– Jeannette Bander

THE S&C EXPERIENCE

Partner **Zena Tamler** and special counsel **Marina Bezrukova** and **Shifra Herzberg** are part of our Estates & Personal team who advise individuals, families and family offices on life-changing matters.



“I am fortunate to work with clients on the matters that mean the most to them and their families. Because of the breadth of these matters, I have the privilege of collaborating with S&C lawyers in all practice areas.”
– Zena Tamler

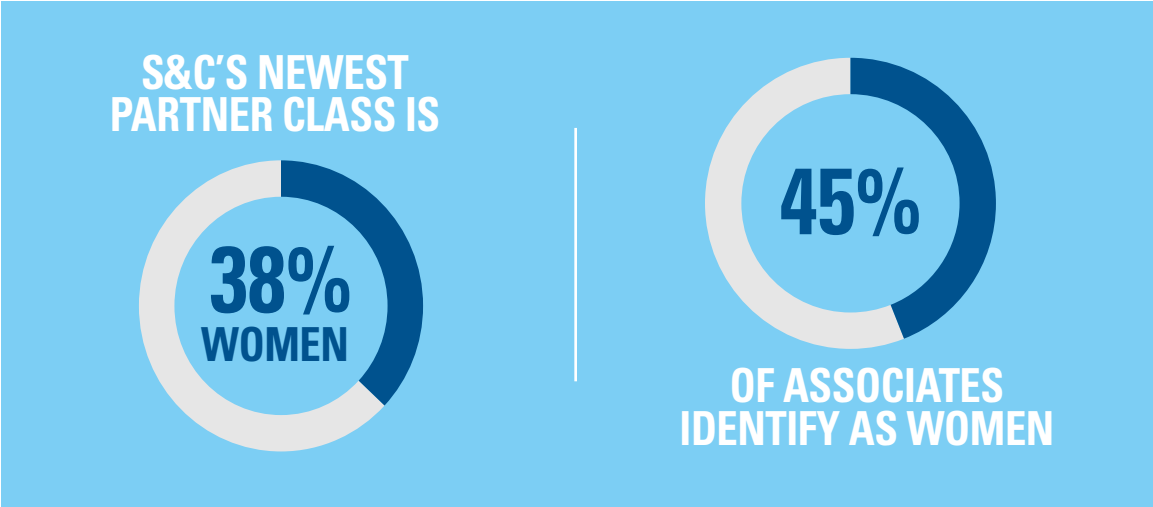


“Helping individuals and families around the world with some of their most important personal decisions is gratifying and has allowed me to meet so many amazing individuals.”
– Marina Bezrukova



“Our clients’ needs are so different that every day presents a new, exciting challenge. And our group is so collegial and supportive, personally and professionally, that it makes for a truly enjoyable practice.”
– Shifra Herzberg

By the Numbers



MORE THAN 20 WOMEN LEAD S&C PRACTICE GROUPS

S&C'S HIGHEST MANAGEMENT COMMITTEE IS NEARLY ONE-THIRD WOMEN

WE ARE MANSFIELD-CERTIFIED FOR PROMOTING DIVERSITY IN LEADERSHIP.

Women's Initiative Committee

Our Women's Initiative Committee (WIC) supports S&C's efforts to recruit, retain and advance our women lawyers. To help women facilitate their career growth, the committee offers programs and events for professional development, networking and mentoring opportunities, fostering a supportive community for women lawyers.



“Both of us have spent nearly our entire careers at S&C, and, just as important as the skills we’ve learned are the lasting friendships we’ve made.”

— WIC Co-Chairs **Cathy Clarkin**, Co-Chair of the Capital Markets Group, and Litigation partner **Beth Newton**

WIC Programs and Events

Throughout the year we hold a range of events for women at S&C, including lunch speaker series and after-work social gatherings.



Women's Leadership Lunch Series

Women meet for presentations, panel discussions and conversations. Recent topics have included “From Heaters to Coolers: Finding Your Oral Argument and Presentation Styles,” “Self-Advocacy” and “Hollywood on Trial: Female Attorneys in Pop Culture.”



WIC Wine Tasting

Associates catch up at a wine tasting held at S&C's New York office.

The Alexandra D. Korry Award



“I know it was important to Alexandra to help the next generation of women lawyers realize their potential and it is for me, too. One of the most rewarding parts of my work at S&C is helping lawyers grow into leaders.”

Wendy Goldberg received our Alexandra D. Korry Award in 2022. This recognition honors the memory and legacy of the late S&C partner who was a passionate leader, a dedicated mentor and one of the first women partners in S&C’s M&A Group. Alexandra was a true trailblazer.

The award recognizes outstanding leadership and commitment to the advancement of women at S&C and in the legal profession. Wendy, a special counsel in the Firm’s Financial Institutions Group, exemplifies these qualities in her focus on fostering community, mentoring and serving as a resource to women.

Pathways to Partnership

Our newest partners, who include young mothers, bring diverse backgrounds and skills to S&C. What they share is a commitment to premier client service and an appreciation for S&C's supportive community.



Michelle Chen became a partner in 2021 and has a versatile regulatory and transactional practice focused on financial institutions. Michelle recently advised Japan's Mitsubishi UFJ Financial Group in the multibillion-dollar sale of its Union Bank franchise to U.S. Bancorp.

"Being a partner requires not just technical abilities, but the interpersonal skills to be a trusted adviser, particularly on complex and time-sensitive matters. Every interaction, whether with clients or colleagues, is an opportunity to demonstrate your capabilities. As an associate, I focused on near-term goals, such as drafting thoughtful transaction agreements tailored to a client's business objectives or advocating a particular issue for a client.

"As a partner, I've complemented these types of goals with a long-term, strategic focus: What can I do to make sure that clients continue to look to us for their novel and most significant legal issues? A commitment to clients means not just responding to their questions, but being proactive and looking for opportunities to assist them before they ask."

Lauren Boehmke, who became a partner in 2022, advises clients on public and private M&A, corporate governance, activism and takeover defense. Lauren recently worked on the team advising AT&T in its spin-off of WarnerMedia.

"One of the first major M&A deals I worked on as an associate was Kraft Foods Group's merger with the H.J. Heinz Company to create The Kraft Heinz Company. I quickly realized that there is always something new and exciting to tackle with M&A work. S&C's M&A Group is known for its ability to offer clients a rare combination of creativity, commercial sensitivity and versatility.

"I also advise clients on corporate governance matters, such as how ESG considerations may affect a potential investment. It's an area that's evolving quickly, with many unresolved regulatory and legal issues. Finding the right path for clients requires close collaboration with lawyers across S&C's practice areas, as we devise pragmatic advice and solutions for any situation."





Morgan Ratner, who became a partner in 2023, joined S&C's Litigation Group and Supreme Court and Appellate Practice after serving more than four years in the Office of the Solicitor General at the Department of Justice. Morgan has argued nine cases before the U.S. Supreme Court and has clerked for two sitting U.S. Supreme Court Justices.

"It's important to me that S&C has made progress that is clear and objective. For example, our Washington, D.C., office now has an even split between men and women partners, and both the D.C. office and our Litigation Group are led by women, Amanda Davidoff and Sharon Nelles, respectively.

"Balanced representation is important because it tells junior women at the Firm that they should envision themselves as having a path to leadership. It also helps women at any stage avoid feeling tokenized. When I raise a point at S&C, I don't feel that I am raising that point on behalf of all women, or that I need to speak for other women at the Firm. I can speak for myself, and they can speak up too."

Samantha Hynes became a partner in 2022 and focuses on antitrust matters, including civil litigation and merger reviews. Samantha helped Volkswagen, Audi, and Porsche obtain dismissal, affirmed by the Ninth Circuit, of a multidistrict antitrust litigation alleging that defendants conspired to unlawfully increase the prices of German vehicles by agreeing to share competitively sensitive information. She also helped successfully defend MLB against a lawsuit by an advocacy group seeking to force MLB to move the 2021 All Star Game back to Atlanta.

"When one of our clients is facing a tough legal problem, I work with my partners to develop a legal strategy that takes into account both our client's short-term needs and long-term objectives. Our clients appreciate that S&C can be counted on to give candid advice, even if that advice may not be the answer they would like to hear.

"My advice to younger lawyers: Take charge of your career path and do not simply take the work that comes to you. The most satisfied and successful lawyers I know are the ones who proactively seek out matters they will enjoy."





Alexa Kranzley became a partner in 2023 and represents companies and creditors in Chapter 11 proceedings and other restructurings. Alexa is currently representing FTX as debtors counsel in its Chapter 11 proceedings. She has also worked on Chapter 11 proceedings for Garrett Motion, California Resources Corporation and LSC Communications.

“Given that I am often dealing with clients in distress, I immerse myself in their businesses, which allows me to fully understand their goals and needs and be a pragmatic problem solver. I also try to keep sight of the big picture, both in terms of business and legal goals, but also the personal side of this practice.

“Bankruptcy and restructuring work can be challenging, with clients often fighting to survive a financial crisis. That means teamwork and relationship building are essential, whether helping a client solve a problem, responding to opposing counsel or working under tight deadlines with my S&C colleagues.”

Rachel Yu, who became a partner in 2023, focuses on transactional work involving complex technology, intellectual property and cybersecurity issues. Rachel recently advised pharmaceutical innovator Biohaven in its multibillion-dollar sale and spin-off of its pipeline assets. She has also represented 15 major universities in a patent licensing program.

“When I first interviewed at Sullivan & Cromwell, I was amazed at my interviewer’s intellectual curiosity, including on the obscure subject of my senior thesis in college. Knowing that I’d be coming to a firm with curious and empathetic people was a huge part of my decision to join S&C.

“Mentorship is the reason I’ve thrived here. The partners in the IP Transactions Group have been so accessible and supportive. One of the most important things they taught me was to maintain a positive mental attitude and reframe issues as a challenge rather than as a problem. Women partners outside the group have also helped me navigate broader issues, including finding balance as a working parent.”



Women Who Lead

Women are leaders throughout S&C. In addition to the three women on our top Management Committee, more than 20 women lead or co-lead a practice group, and three serve as managing partners of our Washington, D.C., Palo Alto and Beijing offices. Here they share their thoughts on leadership skills.



“Be a good listener. Be team oriented. Be a culture carrier and reinforce the Firm’s values. And don’t just foster new ideas—bring them to fruition.”

Audra Cohen is Co-Managing Partner of our General Practice Group globally and a partner in its M&A and Corporate Governance practices. In addition to advising on public and private company transactions, Audra regularly advises boards on corporate governance and activism matters.

“Develop strong communication skills, which include being a good listener. Leaders need to be able to clearly convey their vision and integrate others’ ideas.”

Amanda Davidoff is Managing Partner of our Washington, D.C., office and Deputy Managing Partner of the Firm’s Litigation Group. Amanda represents the Republic of Argentina in litigation brought by hedge funds holding GDP-linked securities issued by the republic.



“Leadership is not only about leading but empowering others to lead—whether at the Firm or externally with clients, peers and others in the profession.”

Rita O’Neill serves as Co-Head of the Firm’s Global Private Equity Group. Rita’s experiences span myriad industries, such as life sciences, industrials, telecommunications and transportation.





“To be an effective leader, you don’t have to be the loudest voice in the room. Leadership means encouraging everyone to bring their ideas to the table.”

Sarah Payne is Managing Partner of our Palo Alto office and Co-Head of the Capital Markets Group and Technology M&A and Finance Group. Sarah recently spoke at the Stanford Directors College on “Board Refreshment, Boardroom Culture and Director Performance.”



“Leadership is listening.”

Melissa Sawyer is Global Head of our M&A Group, which led all law firms in M&A activity in 2022. Melissa played a leading role in AT&T’s spin-off of WarnerMedia into Discovery.



“You do not need a title to lead. Take your initiatives and own your responsibilities. Always give credit to those who have helped you, and remember that humility and kindness cultivate a healthy working environment.”

Gwen Wong is Managing Partner of our Beijing office. Gwen advises on a wide variety of matters in Greater China, and recently advised on the Hong Kong IPO of Gaush Meditech, the largest domestic company in the PRC ophthalmic medical device market in terms of revenue in 2021.

From Government to S&C

We have long welcomed top women in government, from federal prosecutors leading major units to regulatory officials to front-line trial lawyers. This community of women provides clients with a unique and invaluable resource when they're facing serious legal issues.



“As antitrust enforcement priorities globally become more far reaching, clients look to us for nuanced advice on vital issues. My deep knowledge of how government works helps clients navigate this new terrain.”

Renata Hesse is Co-Head of S&C's Antitrust Group. Renata led twice the Antitrust Division at the Department of Justice as Acting Assistant Attorney General and was Chief of the DOJ's Networks and Technology Section. She recently advised Amgen and Abiomed on antitrust aspects of multibillion-dollar mergers.

“After leaving the U.S. Attorney's Office, I found my ‘fit’ at S&C. The partners immediately involved me in challenging, sophisticated work, and I identified mentors who supported me and encouraged my professional development.”

Kamil Shields rejoined S&C in 2019 from the U.S. Attorney's Office for the District of Columbia, where she served as an Assistant U.S. Attorney in the Cyber Crime and Fraud and Public Corruption. She is representing BP as national coordinating counsel in all litigation and investigations arising from the February 2021 winter storm in Texas.



“S&C's generalist model introduced me to employment litigation, an area I never considered before joining the Firm. Now I co-head the practice, which covers everything from traditional litigation to advising on emerging legal issues.”

Julie Jordan is a former assistant district attorney in the New York County District Attorney's Office who is now Co-Head of S&C's Corporate Culture, Workplace Investigations & Whistleblower Litigation and its Labor & Employment Law Groups. Julie has advised major companies on workplace conduct matters, including investigations of sexual harassment claims.



FROM GOVERNMENT TO S&C



“I joined S&C because of its top-quality, multidisciplinary expertise and its collaborative culture. These are critical to achieving the best outcome for clients in complex investigations and cybersecurity matters.”

Nicole Friedlander is a partner in S&C’s Criminal Defense & Investigations Group and Co-Head of its Cybersecurity Practice. Nicole was Chief of the Complex Frauds and Cybercrime Unit in the Southern District of New York.



“When I left the DOJ, I returned to S&C because it’s home. I feel lucky to have started and to be continuing my career in our culture of excellence.”

Aisling O’Shea is Co-Head of S&C’s FCPA & Anti-Corruption Group and has recently advised a major automaker and an international bank in white-collar matters. Aisling started as an S&C associate and rejoined the Firm after serving as a trial lawyer in the FCPA Unit of the DOJ’s Criminal Division.



“Being part of S&C’s Criminal Defense & Investigations Group has afforded me the opportunity to work on cutting-edge matters with talented colleagues, including an elite bench of women partners with high-level government experience.”

Sharon Cohen Levin led the Money Laundering and Asset Forfeiture Unit in the U.S. Attorney’s Office for the Southern District of New York for two decades. At S&C, she recently helped Danske Bank resolve government investigations and advised a top cryptocurrency exchange platform in its resolution of an enforcement matter.

The Work

Across the Firm, our women are leading high-stakes and groundbreaking matters for clients, ranging from the nation of Belize to some of the world's largest financial institutions.



“I relish working with clients to achieve their key strategic objectives and to find innovative solutions to the complex issues they face.”

Vanessa Blackmore is a partner in our London office and advised Coca-Cola HBC, a strategic bottling partner of The Coca-Cola Company, in its €500 million inaugural green bond offering. The company plans to allocate an amount equal to the net proceeds towards a portfolio of eligible green projects.



“I enjoy the complexity and stakes of the cases. I get to deal with novel, evolving legal issues in cases of critical importance to our clients.”

Julia Malkina, Co-Lead of S&C's Securities Litigation practice, represents Goldman Sachs in a class action alleging securities fraud in connection with mortgage-related activities and conflicts of interest. Julia helped secure a favorable Supreme Court decision and a rare third discretionary Rule 23(f) interlocutory appeal.

“It's humbling to work at a firm that puts me in a position to help clients implement solutions to difficult and complicated issues and create significant value for them and their stakeholders.”

Inosi Nyatta, Co-Head of S&C's global Project Development & Finance practice, advised the nation of Belize in its historic \$550 million “Blue Bond” restructuring that made Belize the first nation to undergo a refinancing that funds ocean and marine conservation.



“One of the best parts of my job is giving associates opportunities to challenge themselves by doing things they have never done and watching them develop into talented lawyers.”

Stephanie Wheeler advised Allianz Global Investors U.S. in simultaneously resolving criminal and regulatory investigations and 25 civil lawsuits relating to losses by investors in AGI US's Structured Alpha hedge funds in March 2020 during the COVID 19-related market disruption.





“My white-collar practice demands creative thinking. I’ve found that the best way to solve a complex problem is to dig in to the facts and then kick around questions with colleagues who can offer diverse perspectives.”

Kathleen McArthur is Co-Head of S&C’s Commodities, Futures & Derivatives practice. Kathleen recently helped Nomura reach settlements with the SEC and CFTC to resolve investigations into recordkeeping and supervision violations arising out of employees’ off-platform communications.



“We often have to address issues in the banking industry that don’t have established legal or regulatory frameworks. It’s gratifying to work with such brilliant colleagues and clients to develop solutions to the industry’s most complex issues.”

Camille Orme is Co-Head of S&C’s Bank Regulatory practice and advises financial institutions and their trade associations on matters related to banking laws, regulations and legislation, in addition to advising them on regulatory aspects of often highly scrutinized bank mergers.



“It is exciting to support growing clients who continue to innovate in developing the uses of blockchain and digital assets.”

Rebecca Simmons, the Co-Head of S&C’s Fintech practice, has advised industry-leading blockchain company ConsenSys Software since its inception in 2020 and through funding rounds. In 2022, ConsenSys completed an investment by Samsung Venture Investment Corporation that valued the company at more than \$7 billion.



“There are two main things I like about my practice: the diversity of work, which keeps the job exciting, and the camaraderie built with colleagues, particularly when preparing for a trial.”

Diane McGimsey co-led the team that won a federal bench trial for a real estate investor who faced potential damages of more than \$100 million. The judge rejected claims that the client was personally liable for a loan to buy San Francisco’s Rincon Center apartment complex.

Pro Bono and Community Service

Sullivan & Cromwell has a strong tradition of helping clients and nonprofit organizations in need, changing lives and making legal history. Today, our pro bono practice spans a wide range of issues and reflects the diversity of our lawyers' interests.

Partner **Laura Oswell** and associate **Lauren Goldsmith** are challenging an Arkansas law banning gender-affirming healthcare for transgender minors.



“The Arkansas case, which we are litigating in partnership with the ACLU, addresses the constitutional and civil rights of the parents and transgender youth impacted by this law. The law is currently blocked by an injunction, and we completed a federal trial in December 2022 seeking a permanent injunction.”
– Laura Kabler Oswell



“Pro bono work has been a highlight of my career. I’ve been able to develop my trial and oral advocacy skills while working on cutting-edge matters for incredible clients.”
– Lauren Goldsmith, class of 2015

Litigation associates **Suniti Mehta**, class of 2013, and **Olivia Chalos**, class of 2017, have worked with Sanctuary for Families, a group that advocates for survivors of domestic violence and sex trafficking. Olivia helped obtain immigration visas for two survivors of human trafficking and secure protective orders for clients during the COVID-19 pandemic. Suniti has helped clients with visa and green card petitions.

“It was an incredibly rewarding experience to help obtain permanent legal status for our client after years of uncertainty and to see our work have a direct impact on a survivor’s life.”
– Suniti Mehta



“From each pro bono case, I’ve learned how to navigate complex factual and legal issues and how to be a trustworthy and effective advocate in personal and often trying circumstances.”
– Olivia Chalos



Litigation associate **Madeline Jenks**, class of 2019, helped obtain the release from prison of a survivor of extreme domestic abuse. The client was one of the first women resentenced and released under New York’s Domestic Violence Survivors Justice Act.

“Our client spent eight years in an abusive relationship and seven years in prison. Seeing her walk out of jail was so rewarding and joyful.”





“Representation matters, not because we say it does, but because we actually see the principle brought to life.”

Tracy Richelle High is Co-Head of the Firm’s Labor & Employment Law Group and Co-Chair of the Firm’s Diversity Committee. Tracy is the Chair of the board of directors of the YWCA-NYC, a Vice Chair of the Legal Aid Society and a board member of the Lawyers’ Committee for Civil Rights Under Law.



“Securing COVID protections for a vulnerable population was truly rewarding. We could not have achieved this without our dedicated team of S&C associates and legal assistants.”

Litigation partner **Suhana Han** worked with the ACLU and other civil rights groups to obtain a ruling to enforce COVID-19 protections for more than 3,500 individuals incarcerated in the Broward County, Florida jail system.

Alumnae in Leadership

Many of our lawyers choose career paths that lead outside S&C, while retaining close ties to the Firm. Here are just a few of the women who have transformed their experience and training at the Firm into leading in-house roles.

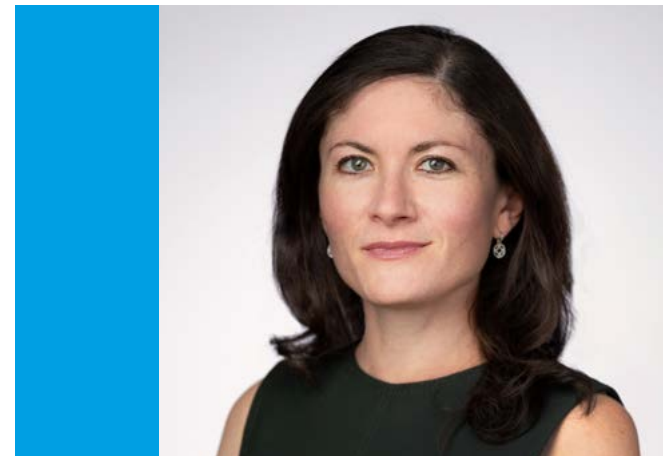


Megan Bradley is the Deputy General Counsel-Head of Litigation and Investigations at Better, a technology startup that operating an online platform for mortgage originations that seeks to make home ownership fast, transparent and low cost. During Megan's career at S&C, she worked in the Litigation Group on a variety of matters, from a high-stakes case for Fiat Chrysler to working with the ACLU to overturn North Carolina's ban on same-sex marriage.

"The startup environment is high turbulence and fast-paced, and I'm often called upon to expand my role. I've moved from heading litigation to having all of litigation, IP and the transactions functions referred to me at Better. That ability to quickly master the 'known unknowns' in a totally new environment is one that I honed at S&C and that has been invaluable here.

"When I was interviewing for in-house positions, I found that partners were eager to lend a hand, make a phone call, or just talk with me about the job and offer solid advice. Before I took my first in-house job, Bob Giuffra [now S&C's Co-Chair] called me and asked a litany of questions about the position, making sure that it was the right decision for me, and ultimately, he was incredibly supportive of my decision. In fact, his was the first email in my inbox when I started that job."

Amma Anaman (S&C 2012–2015) is Managing Director, Head of Structured Products and Associate General Counsel, U.S. Listings at Nasdaq. Amma played a key role on Nasdaq's women-led team that formulated Nasdaq's new listing rules on board diversity disclosure.



Andrea Paul (S&C 2008–2011) joined Zentalis Pharmaceuticals as General Counsel and Corporate Secretary in 2022. Andrea was previously General Counsel and Corporate Secretary at LogicBio Therapeutics and Vice President, Legal at Akebia Therapeutics. Andrea chairs the Securities Law Committee of the Boston Bar Association.

We look forward to meeting you!





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