We are committed to fostering a work environment that recognizes and values the unique abilities, perspectives and contributions of all of our people. Our differences are our greatest strength, enhancing both the experience of working together and what we can accomplish as a firm.
A Message from Our Co-Chairs

It gives us great pleasure to share with you our fifth annual diversity report. Diversity and inclusion are core components of Sullivan & Cromwell’s culture. We are committed to fostering a work environment that recognizes and values the unique abilities, perspectives and contributions of all of our people. Our differences are our greatest strength, enhancing both the experience of working together and what we can accomplish as a firm.

Our longstanding Diversity Committee reflects our commitment to diversity and inclusion at every level. The committee includes S&C’s senior chairman, practice group managing partners, hiring partners, associate development partners, and members of our associate affinity networks and Women’s Initiative Committee. Our full-time Diversity Management Department is charged with helping our Diversity Committee develop, implement and coordinate our diversity and inclusion initiatives.

Recruiting, retaining and advancing people of diverse backgrounds is vital to our success. We undertake multiple initiatives to support women and diverse lawyers and to enrich their experiences at S&C. We maintain several affinity networks—the Asian Associates Network, LGBT Network and Network of Black & Latino Lawyers—and an active and robust Women’s Initiative Committee, all of which meet regularly, to facilitate the professional development and advancement of their members and enhance our inclusive environment overall. In addition, these groups ensure that all our lawyers have a voice in shaping a culture that is reflective of all of our values. Although each affinity group is unique, they are united by two overarching goals: to increase diversity and to promote inclusion within the S&C community.

Our strong commitment to diversity and inclusion is also vital to providing our clients with the highest level of service. The wide array of backgrounds, perspectives and life experiences from which we have to draw allows us to be more creative in the solutions we offer to our clients. The following pages illustrate our diversity accomplishments in 2016. We want to note that our work in this area does not make us complacent. We know there is still much to be done. That said, we are proud of our efforts, and diversity and inclusion initiatives will continue to remain top priorities for S&C.

David H. Braff
Co-Chair, Diversity Committee

Tracy Richelle High
Co-Chair, Diversity Committee
Tell us about your practice.

My practice is a mix of commercial litigation and regulatory enforcement work, with a particular focus on commodities, futures and derivatives. The “regulatory enforcement” piece of my practice has included representing individuals, financial institutions, global energy companies and others in a variety of inquiries by the SEC, CFTC, bank regulators and the DOJ, as well as FINRA, the NFA and other self-regulatory organizations.

What about your practice is changing?

Dodd-Frank dramatically changed the way derivative instruments are regulated in the U.S. and that’s had an impact on the nature of the enforcement inquiries our clients have seen. The inclusion of “spoofing” as a separate offense under the Commodity Exchange Act and the expansion of investigations in this area—at both the CFTC and exchange level—is just one example of that change, but it’s an area where S&C has been particularly active.

What makes the work interesting?

Our clients are some of the most sophisticated market participants, so their trading operations and the ways they rely on derivative transactions are cutting-edge. Having an opportunity to dig in and understand those complex business models—for financial institutions and merchants alike—makes the work very satisfying intellectually. This also is an area that has seen sweeping regulatory change over the past several years. It is deeply rewarding to have an opportunity to partner with these clients as they confront that new regulatory landscape.

You’re a native Spanish speaker. Where did you grow up?

Yes. I’m Mexican-American and grew up speaking Spanish. My mother is from northern Mexico and I grew up in south Texas, just a few hours north of the border. I’m a dual citizen of the U.S. and Mexico.

You’re involved with the Network of Black & Latino Lawyers. What does NOBLL provide for lawyers at the Firm?

Over the years, NOBLL has hosted a number of programs and initiatives designed to enhance the professional and personal development of its members. For me, the most meaningful role it has filled is as a touchpoint for lawyers who may have similar backgrounds to my own.
We are a big firm. And, over time, our colleagues at the Firm do become family and it doesn’t seem large. But on the first day, when you walk in the door, it can be daunting and, for me, NOBLL helped ease the way.

You’re a mother of two and made partner while on flex-time. How did you decide to pursue a flex-time schedule?

Becoming a mother has been one of the most significant events of my life. As I stepped into that new role, I had a lot of questions about how I was going to balance the tremendous obligation of being responsible for a human life with being responsible for the very critical legal interests of my clients. I knew that I wanted to continue to practice law at the highest levels, as we do at S&C, and I appreciated being able to carve out a transition period to figure out how to merge my practice with my new role as a mother.

You worked in both the D.C. and New York offices. Is there a big difference between these offices?

My years at the Firm have been split pretty evenly between the D.C. and New York offices. My practice didn’t really vary between the two offices. The only thing that ever changed is my phone number. I think that says a lot about the level of integration of our offices and the consistency of the Firm culture, because it really never had an impact on me.

You are also a co-chair of the Women’s Initiative Committee. What does that entail?

The goals of the WIC are to enhance the experience of women lawyers at the Firm and to support the Firm’s efforts to recruit, retain and advance our women lawyers. We have a broad range of programs and events that promote professional development and provide both formal and informal networking and mentorship opportunities.

One of our new programs this year, which I’m really excited about, is the “Office Hours” program. Each month, women partners sign up for specific windows of availability for people to drop by and talk about anything that’s on their minds. Even though the Firm is a very “open door” kind of place, I think there can be a natural reluctance to impose on people’s time, particularly people with whom you may not work closely. The idea behind the office hours program is to reduce any perceived barriers to the sort of informal mentoring conversations that can be so beneficial for career development. Speaking for myself, I always want associates to come by or call any time they want to talk—about anything. But I recognize that they’re much more likely to do so during the times I’ve designated as “office hours,” and I have found that creating that space for conversation has really paid off.
The Asian Associates Network (AAN) facilitates the professional development and advancement of Asian lawyers at the Firm. AAN provides its members with a candid forum within which they can meet other lawyers of East Asian, Pacific Island, Southeast Asian, South Asian and Asian-American backgrounds. AAN members also organize mentoring, networking and educational activities and participate in the recruitment of law students to the Firm. In addition, AAN promotes and encourages diversity in coordination with other affinity groups at S&C by co-hosting events and joint initiatives with the LGBT Network and Network of Black & Latino Lawyers. AAN also maintains a two-to-one mentoring program, matching two senior members of the group with each new associate who joins in the fall.

Statistics:
The Firm’s Asian worldwide lawyers include:

- 10 partners
- 1 European counsel
- 4 special counsel
- 103 associates
OUR LAWYERS

- Izumi Akai co-heads the Firm’s Tokyo office.
- Robert Chu heads the Firm’s Australia practice, co-heads the Melbourne and Sydney offices and is a member of the Diversity Committee.
- Keiji Hatano co-heads the Firm’s Tokyo office.
- Kay Ian Ng heads the Firm’s Hong Kong Law practice and co-heads the Corporate Finance-Securities practice.
- Krishna Veeraraghavan co-heads the Firm’s Technology, Finance and Mergers & Acquisitions and Private Equity practice, and is a member of the Diversity Committee.
- Chun Wei heads the Firm’s Asia practice and the Hong Kong office and is a member of the Diversity Committee.
- Gwen Wong heads the Firm’s Beijing office and co-heads the Melbourne and Sydney offices.

SPONSORSHIPS and COMMUNITY

The Firm sponsors, and our attorneys participate in, programs hosted by many professional organizations dedicated to the Asian and Asian-American communities, including:

- Asian American Bar Association of New York (AABANY)
- Asian American Legal Defense & Education Fund (AALDEF)
- Korean American Lawyers Association of Greater New York (KALAGNY)
- National Queer Asian Pacific Islander Alliance (NQAPIA)
- South Asian Bar Association of New York (SABANY)

Recognitions:

Some notable achievements of our AAN partner advisors in 2016 include:

- Izumi Akai – The Best Lawyers in Japan
- Robert Chu – Best Lawyers: Australia – Equity Capital Markets, M&A
- Krishna Veeraraghavan – Law 360 MVP: Life Sciences
- Chun Wei – Chambers Global: ranked in Capital Markets: Equity (International Firms) in China; Securities in China
- Gwen Wong – Chambers Global: ranked in Capital Markets: Equity (International Firms) in China; Securities in China

“For all of S&C’s 2016 AAN events, please see page 14

“AAN helped me connect with other associates across different class years with shared backgrounds and experiences, and made S&C feel like a more welcoming place to be. It’s been a great resource, and I’m thankful to be a member.”

– Junior associate, General Practice
S&C has a long tradition of supporting its LGBT personnel and of serving the LGBT community through pro bono legal representations and other contributions to LGBT causes. The Firm is proud of and values this ongoing commitment to promoting equality and rewarding merit without regard to sexual orientation or gender identification.

The Firm’s LGBT Network was organized in order to further the Firm’s commitment to the LGBT community as a whole, to provide a nurturing social and professional community for LGBT individuals within the Firm and to enhance the inclusive environment of the Firm overall. The LGBT Network facilitates S&C’s involvement in LGBT pro bono work, supports recruitment of LGBT personnel and organizes professional, social and educational events.

Adam Sofen and Kate Doniger, LGBT Network Co-Chairs
Recognitions:

Some notable achievements of our LGBT Network partner members in 2016 include:


- **Mitch Eitel**—Law360 MVP: Banking

- **Steven Holley**—Euromoney’s *Benchmark Litigation*, Litigation Star: U.S., Local Litigation Star: New York

“I was first introduced to Sullivan & Cromwell through the LGBT Network at the Lavender Law Conference and Career Fair. Since then, the Network has helped me develop meaningful personal and professional contacts who have provided me with invaluable guidance and mentorship.”

—— Mid-level associate, General Practice

**SPONSORSHIPS and COMMUNITY**

The Firm sponsors, and our attorneys participate in, programs hosted by many professional organizations dedicated to the LGBT community, including:

- **Lambda Legal**
- **LeGaL—The LGBT Bar Association of Greater New York**
- **National LGBT Bar Association**
- **Out Leadership**
- **Services & Advocacy for GLBT Elders (SAGE)**
- **Transgender Legal Defense & Education Fund**
- **The Lesbian, Gay, Bisexual & Transgender Community Center (The Center)**

For all of S&C’s 2016 LGBT events, please see page 14
Network of Black & Latino Lawyers

NOBLL’s Mission

Our Network of Black & Latino Lawyers (NOBLL) is designed to provide its members with the resources and opportunities that will help them fulfill their development goals while at the Firm. NOBLL members focus on professional, personal and community development, as well as assisting with student outreach, participating on law school panels and attending law school affinity group programs. NOBLL maintains a two-to-one mentoring program, matching two more senior members of the network with new associates joining the network each fall, and an associate-led speaker series covering substantive practice and professional development matters.

Statistics:

The Firm’s Black and Latino worldwide lawyers include:

- 9 partners
- 2 special counsel
- 36 associates
OUR LAWYERS

- Sergio Galvis heads the Firm’s Latin America practice, co-heads the Firm’s Sovereign Issuers practice, chairs the Firm’s Recruiting Committee and is a member of the Management Committee.

- Tracy Richelle High is Deputy Managing Partner of the Firm’s Litigation Group, co-heads the Firm’s Labor and Employment practice and co-chairs both the Diversity Committee and Women’s Initiative Committee.

- Kathleen McArthur co-heads the Firm’s Commodities, Futures and Derivatives (Litigation) practice and co-chairs the Women’s Initiative Committee.

- Inosi Nyatta co-heads the Firm’s Africa practice and is a member of the Diversity Committee.

- Juan Rodriguez heads the Firm’s European Union practice.

- Marc Treviño is Managing Partner of the Firm’s Executive Compensation and Benefits Group and co-heads the Corporate Governance practice.

SPONSORSHIPS and COMMUNITY

The Firm sponsors and participates in programs hosted by many professional organizations dedicated to the Black and Latino community, including:

- Association of Black Women Attorneys (ABWA)
- LatinoJustice PRLDEF
- Metropolitan Black Bar Association (MBBA)
- Minority Corporate Counsel Association
- NAACP Legal Defense & Education Fund (NAACP LDF)
- Practicing Attorneys for Law Students Program, Inc. (PALS)
- Sponsors for Educational Opportunity (SEO)

Recognitions:

Some notable achievements of our NOBLL partner advisors in 2016 include:

- Werner Ahlers—The American Lawyer, Transatlantic Legal Awards Rising Star
- Sergio Galvis—Chambers USA: ranked 1 in Latin American Investment; ranked 2 in Project Development and Finance
- Tracy Richelle High—New York Super Lawyers, Business Litigation
- Kathleen McArthur—New York Super Lawyers, Rising Star: General Litigation

“The community and support that I found in NOBLL has been invaluable to my time at S&C. Being able to connect with, work and receive advice from this network of lawyers of color has helped to make me a better lawyer and to feel more comfortable in my own skin at the Firm.”

— Junior associate, Litigation

For all of S&C’s 2016 NOBLL events, please see pages 14-15
The Women’s Initiative Committee (WIC) is committed to the recruitment, retention and advancement of our women lawyers. The WIC hosts a wide range of internal programs, external events and sponsorships designed to ensure that the Firm’s women lawyers have access to a variety of professional development, networking and mentoring opportunities. Each year, the WIC sponsors bar association and other professional organization events, brings in speakers of the highest caliber, and holds periodic receptions and events at partners’ homes to further its mission. The WIC also hosts the Women@S&C Lunch Program, a series of monthly, informal, small group lunches among the Firm’s women partners, special counsel and associates. These programs provide casual settings for our women lawyers to share perspectives and learn from one another’s experiences, as well as critical opportunities for associates to receive informal guidance and feedback.

Statistics:

The Firm’s women worldwide lawyers include:

- 33 partners
- 1 European counsel
- 2 of counsel
- 19 special counsel
- 229 associates
OUR LAWYERS

- **Whitney Chatterjee** co-heads the Firm’s Alternative Investment Management practice, co-heads the Firm’s Investment Management practice and is a member of the Diversity and Women’s Initiative Committees.

- **Catherine Clarkin** is Deputy Managing Partner of the Firm’s Capital Markets Group, co-heads the Firm’s Blue Sky/FINRA Clearance practice and is a member of the Women’s Initiative Committee.

- **Julia Jordan** co-heads the Firm’s Labor and Employment practice and is a member of the Women’s Initiative Committee.

- **Sharon Nelles** is a member of the Management, Diversity and Women’s Initiative Committees.

- **Sarah Payne** is Co-Managing Partner for the California and Asia regions of the Firm’s Capital Markets Group, co-heads the Firm’s Technology, Finance and Mergers & Acquisitions practice and is a member of the Women’s Initiative Committee.

- **Alison Ressler** heads the Firm’s California practice, co-heads the Private Equity practice and is a member of the Management, Diversity and Women’s Initiative Committees.

- **Karen Seymour** is a member of the Management, Diversity and Women’s Initiative Committees.

SPONSORSHIPS and COMMUNITY

The Firm sponsors, and our attorneys participate in, programs hosted by many professional organizations dedicated to the advancement of women and girls, including:

- DirectWomen
- Dress for Success®
- HerJustice
- Judges and Lawyers Breast Cancer Alerts (JALBCA)
- Kate Stoneman Project (KSP)
- Legal Momentum
- National Association of Women Lawyers (NAWL)
- The YWCA of The City of New York

Recognitions:

Some notable achievements of our women partners in 2016 include:

- **Amanda Davidoff** – Euromoney’s *Benchmark Litigation* “Top Litigators Under 40”
- **Diane McGimsey** – *California Daily Journal* “Top 100 Women Lawyers”
- **Rita O’Neill** – Elected Vice-Chair of the American Bar Association Business Law Section’s Women in M&A Task Force; IFLR 1000 Rising Star: M&A
- **Camille Orme** – Euromoney LMG Americas Women in Business Law Awards: Best in Financial Regulation
- **Yvonne Quinn** – Euromoney LMG Americas Women in Business Law Awards: Best in Antitrust/Competition
- **Melissa Sawyer** – *New York Super Lawyers*, Top Rated Mergers & Acquisitions Attorney: New York

“I think the best part of the Women@S&C Lunches is giving the associates an opportunity to engage with the partners up close, and to have it consistently emphasized for them that our doors are always open and the women partners are eager to support the women associates.”

– Partner, General Practice

For all of S&C’s 2016 WIC events, please see page 15
2016 CALENDAR HIGHLIGHTS

ASIAN ASSOCIATES NETWORK

FEBRUARY 16: The Firm sponsored the AALDEF Justice in Action Awards.

FEBRUARY 24: The Firm sponsored the AABANY Annual Dinner.

FEBRUARY 29: AAN held its annual dinner in celebration of the Lunar New Year.

MAY 3: Affinity Networks’ Spring Diversity Dinner.

MAY 24: AAN hosted an Asian Pacific Heritage Month Reception and Meet & Greet for the summer associate class of 2016.

JUNE 8: The Firm sponsored the KALAGNY Annual Awards Gala.

JUNE 20: The Firm sponsored AALDEF’s Annual Summer Cocktail Party.

JULY 13: AAN hosted its annual summer associate reception.

SEPTEMBER 7: Members of AAN, NOBLL and the LGBT Network hosted a Network Open House Reception.

SEPTEMBER 21: The Firm sponsored SABANY’s Annual Leadership Awards.


NOVEMBER 14: AAN hosted its annual new associates’ welcome dinner, and the Firm sponsored the Out Leadership Asia Summit.

DECEMBER 12: The Firm hosted a meeting and reception for AABANY.

LGBT NETWORK


APRIL 14: The Firm sponsored The Center Dinner.

APRIL 19: The LGBT Network held its annual spring event at Italian Wine Merchants.

APRIL 21: S&C lawyers attended Lambda Legal’s Young Leadership Council REVAMP Reception.

MAY 2: The Firm sponsored the Lambda Legal Liberty Awards Dinner.

MAY 3: Affinity Networks’ Spring Diversity Dinner.

JUNE 7: The LGBT Network hosted its Pride Month Reception and Meet & Greet for the summer associate class of 2016.


JUNE 14: The Firm sponsored the ACLU and NYCLU LGBT & AIDS Project Annual Reception.

JUNE 20: S&C lawyers attended The LGBT Community Center Garden Party.

JUNE 29: The LGBT Network hosted its annual summer associate reception.

JULY 21: S&C lawyers attended the Stonewall Summer Party in London.

AUGUST 4–6: The Firm sponsored, and lawyers participated in, the Lavender Law Conference and Career Fair.

SEPTEMBER 7: Members of AAN, NOBLL and the LGBT Network hosted a Network Open House Reception.

SEPTEMBER 27: The LGBT Network hosted its annual new associates’ welcome dinner.

OCTOBER 13: S&C lawyers attended the Albert Kennedy Trust Gala Dinner in London.

OCTOBER 17: The Firm sponsored the SAGE Awards & Gala.


NOVEMBER 14: The Firm sponsored the Out Leadership Asia Summit.

NETWORK OF BLACK & LATINO LAWYERS

FEBRUARY 10: NOBLL hosted a reception to celebrate Black History Month.

MARCH 31: NOBLL hosted a dinner for its members in the Washington, D.C. office.

APRIL 13: NOBLL held its annual spring event.

APRIL 15: S&C lawyers attended ABWA’s 40th Annual Gala.
APRIL 20: The Firm sponsored SEO’s Annual Awards Dinner.

MAY 3: Affinity Networks’ Spring Diversity Dinner.

MAY 20: S&C lawyers attended the MBBA Anniversary Awards Gala.

MAY 31: NOBLL hosted its Meet & Greet for the summer associate class of 2016.

JUNE 7: The Firm hosted the PALS Spring Writing Workshop.

JUNE 21: The Firm sponsored the Legal Outreach PACT Benefit in New York, and S&C lawyers attended the NAACP LDF Rooftop Reception in Washington, D.C.

JUNE 22: S&C Lawyers attended the NAACP LDF Red Carpet Screening of Free State of Jones.

JULY 15: NOBLL hosted its annual summer associate reception.

SEPTEMBER 7: Members of AAN, NOBLL and the LGBT Network hosted a Network Open House Reception.

SEPTEMBER 15—18: The Firm sponsored the Just the Beginning National Conference.

SEPTEMBER 29: NOBLL hosted its annual new associates’ welcome dinner.

OCTOBER 5: The Firm hosted the annual PALS Kick-Off Reception.

OCTOBER 10: The Firm hosted a reception to celebrate Hispanic Heritage Month.

NOVEMBER 2: The Firm sponsored the NAACP LDF annual National Equal Justice Awards Dinner.

NOVEMBER 16: S&C lawyers attended the LatinoJustice PRLDEF Annual Awards Gala.

WOMEN’S INITIATIVE COMMITTEE

FEBRUARY 8: S&C lawyers attended the Justice Ruth Bader Ginsburg Distinguished Lecture on Women & the Law.

FEBRUARY 10: In the Washington, D.C. office, the Firm co-hosted with George Washington Law School, “True Grit and a Growth Mindset,” a program in The Grit Project’s toolkit. The project was produced by the ABA Commission on Women in the Profession.

FEBRUARY 19: The Firm sponsored the Ms. JD Conference.

MARCH 16: Chief Recruiting & Professional Development Officer Dr. Milana Hogan presented “The Secrets of Success for Women Lawyers: Personality Traits That Predict Success In Biglaw” to S&C women lawyers and summer associates on July 17.

MARCH 22: The Firm hosted a YWCA-NY breakfast panel in celebration of Women’s History Month.

APRIL 16: The Firm sponsored the Dress for Success® Give Confidence, Hope & Style Gala.

MAY 5: The Firm sponsored the NYWF “Celebrating Women” Breakfast.


JUNE 7: The Firm sponsored Legal Momentum’s “Aiming High” Luncheon.

JUNE 9: The WIC hosted its annual dinner to welcome the women summer associates.

JULY 11: The WIC hosted a rooftop wine tasting event for women associates and summer associates in the Washington, D.C. office.

JULY 28: S&C lawyers attended the Women of the Los Angeles Chapter of the Association for Corporate Growth’s Seventh Annual Executive Luncheon.

SEPTEMBER 20: The WIC hosted its annual breakfast to welcome the new women associates.

OCTOBER 17—NOVEMBER 4: The WIC hosted its annual clothing drive to benefit Dress for Success®.

OCTOBER 19: The WIC and the Associate Experience Committee hosted an alumnae panel and reception.

NOVEMBER 3: The WIC hosted a bimonthly cocktail reception for all women lawyers in the New York office.


DECEMBER 7: The Firm sponsored the Dress for Success® “Women Helping Women Breakfast.”

DECEMBER 14: The Firm hosted a Women’s Leadership Lunch.
Earlier this year, the Firm welcomed Ricardo Anzaldua, Executive Vice President and general counsel of MetLife, as a keynote speaker in the S&C Celebrates Diversity Speaker Series.

After being introduced by S&C Senior Chairman Rodge Cohen, Ricardo began his presentation by congratulating S&C for being recognized in March by MetLife’s Legal Affairs Diversity Committee for the Firm’s commitment to diversity and inclusion.

In discussing the importance of a diverse and inclusive legal profession, Ricardo said his work in this area emerged alongside his personal career path, a trajectory that led him from agricultural work to his current position leading MetLife’s global legal operations.

After graduating from Brown University and Harvard Law School, Ricardo joined Cleary Gottlieb Steen & Hamilton in 1990 and became involved with that firm’s Diversity Committee early on.

“I felt that diversity was one of the principal activities that I needed to be involved in and one of the things that I needed to pay most attention to as I went through my professional career,” he said.

After he was elected to the Cleary partnership, he continued his work on their Diversity Committee and advocated for the hiring of more diverse incoming associate classes. At that time, he said, there was a “great self-realization within the le-
gal profession that it really was not making itself more diverse.”

In 2007, he left his Cleary partnership to become General Counsel of The Hartford, advising the CEO and CFO on corporate law matters. He continued to work on diversity initiatives there before joining MetLife to head that firm’s global legal operations.

As one of his priorities as chief legal officer at MetLife, Ricardo has focused on the importance of achieving more diverse lawyers in his senior ranks.

Ricardo saw his own senior leadership role as an opportunity to take a pragmatic approach. “You’re not going to find anybody that you can point to as the bearer of the blame for why our profession looks the way it does,” he said. “What we need to do is to move on and figure out what kinds of plans we’re going to make in order to institutionally address the question.”

Ricardo shared the details of his own plan to produce a more diverse generation of leaders within the legal profession based on an innovative new sponsorship program he launched at MetLife. The organization now uses a process to identify which individuals in middle management have the most talent and potential. The top 15 percent of talent is assigned a sponsor, and women and people of color within that group receive a sponsor on the senior leadership team. The sponsor is charged with understanding the career aspirations of his or her more junior talent and creating a plan to address this person’s career development needs, as well as ensuring they have access to the resources and opportunities required to succeed.

Tracy Richelle High, an S&C partner and co-chair of the Firm’s Diversity Committee, told the S&C Experience that Ricardo’s career path and commitment to diversity is inspiring.

“Ricardo is passionate about diversity and inclusion initiatives and about finding a way to make sure that the legal community really is representative of what our world looks like. We strive for that here at the Firm as well,” she said.

“Ricardo is passionate about diversity and inclusion initiatives and about finding a way to make sure that the legal community really is representative of what our world looks like. We strive for that here at the Firm as well,” she said.

“Ricardo’s vision and tireless pursuit of new ways to support and build diversity within the profession are most impressive. Hearing from leaders within the legal community is what the S&C Celebrates Diversity Speakers Series is all about.”

― Sam Seymour, S&C partner in New York

Secretary Essie Assibu during the Q&A

“Ricardo’s vision and tireless pursuit of new ways to support and build diversity within the profession are most impressive. Hearing from leaders within the legal community is what the S&C Celebrates Diversity Speakers Series is all about.”

― Sam Seymour, S&C partner in New York
Advocacy for All—S&C’s Commitment to Pro Bono

For lawyers at Sullivan & Cromwell, time spent on pro bono cases continues to be an integral part of the work performed for the Firm. The cases S&C takes on and wins result in positive change on both an individual and a national scale. In addition to the professional development opportunities, pro bono cases are often significant to S&C lawyers on a personal level. A General Practice associate in New York states, “The pro bono practice is a critical part of the S&C experience. Not only is it important for professional development, but it also connects lawyers with clients whom they otherwise wouldn’t have met and informs lawyers of issues which they might not otherwise be aware of, fostering a deeper appreciation for the broader community and all of its members. I am grateful that the S&C partnership is very supportive and encouraging of pro bono work.”

Examples of some of the Firm’s pro bono representations include:

Landmark Pro Bono Win Paves the Way for New S&C Fellowship

In Franco-Gonzalez, et al. v. Holder, et al., S&C, along with co-counsel Public Counsel, ACLU of Southern California, ACLU Immigrants’ Rights Project, ACLU of San Diego and Imperial Counties, Mental Health Advocacy Services and Northwest Immigrant Rights Project, represented a class of mentally ill immigration detainees in immigration proceedings.

On September 25, 2015, the Honorable Dolly M. Gee of the U.S. District Court for the Central District of California entered an order finally approving a settlement agreement providing additional relief to a separate class of individuals who previously had been ordered removed from the country in violation of the Rehabilitation Act. This agreement provided relief to class members who, due to the timing of their removal, were ordered removed without receiving relief ultimately ordered by the Court. The Court’s landmark orders, collectively, were the first of their kind to recognize the right to legal representation at the government’s expense in immigration proceedings and they provided comprehensive unprecedented protections requiring the government to screen and assess the competency of all detainees. After extensive litigation, the settlement agreement is a significant victory for the class. It provides unparalleled relief by requiring the government to join in motions to reopen immigration cases brought by certain eligible class members, gives class members 18 months to bring claims to reopen their cases, limits the grounds under which the government can oppose motions to reopen, and requires the government to pay for the travel expenses of eligible class members who had been removed.

S&C donated all of the fees it was awarded—in excess of $4 million—to Public Counsel. As a result, in May of 2016, the Firm announced a recurring two-year, salaried fellowship opportunity at Public Counsel.
Assisting Refugees Seeking Asylum from Persecution

On July 11, 2016, U.S. Citizenship and Immigration Services granted asylum to pro bono client Samuel, who was referred to S&C by Immigration Equality. Samuel fled his native Ghana to come to New York and, with the assistance of S&C, filed an affirmative asylum application. S&C’s representation of Samuel dates back to 2012.

As a gay man from Ghana, Samuel faced violence and abuse in his home country. Samuel was raised in a conservative Christian family in the Volta region. In 2010, a mob attacked Samuel and his boyfriend because of their sexual orientation. The mob murdered Samuel’s boyfriend but Samuel escaped and fled to Accra. Samuel was still unsafe, as the father of Samuel’s deceased boyfriend found Samuel in Accra and attacked him. In a further act of revenge, the same man killed Samuel’s father. Samuel’s struggles continued throughout his years in Ghana. He and others were attacked by a mob that heard gays were in the area. Homosexual activity between men is illegal in Ghana, so when the police came to quell the mob, they attempted to arrest Samuel and the other gay men who had been beaten for breaking the law.

Samuel escaped to the United States in May 2012. After arriving at Newark International Airport, he promptly applied for asylum. As a result of S&C’s victory, Samuel is immediately eligible to work in the United States and can apply for permanent residency in one year.

Ongoing Representations

S&C lawyers also continue to partner with the Transgender Legal Defense & Education Fund on their Name Change Project, and, in October, the Firm’s efforts were recognized by TLDEF at their 11th Annual Freedom Awards celebration. In addition, S&C lawyers also continue to represent asylum seekers referred by Immigration Equality and Human Rights First, and to advise survivors of domestic violence in conjunction with Her Justice and Sanctuary for Families. Summer associates also participate in the Sanctuary for Families’ Courtroom Advocates project. S&C lawyers have also recently participated in legal clinics with Legal Services NYC to assist domestic violence survivors who are also visa holders in applying for permanent residency, and with the Brooklyn Defenders Services assisting Haitian nationals who entered the United States before the 2010 earthquake in Haiti with renewing their Temporary Protected Status.

“Pro Bono cases often come with potentially serious consequences, and they remind you how impactful you can be as an attorney. To that end, S&C’s pro bono program provides a great opportunity to sharpen your lawyering skills. My pro bono work has also been some of the most enjoyable work I’ve done here, and I plan on remaining active in the program.”

– Litigation associate
Sullivan & Cromwell celebrates the diversity of backgrounds and cultures of all its people in the Firm’s 12 offices around the world. Each one of our offices is represented on the Diversity Committee, and the insight and feedback from these members contribute to our global strategy.

Although the majority of the Firm’s diversity and inclusion programs and events originate in the Firm’s headquarters in New York City, the Firm continuously seeks to enhance the programming available to our other offices. Lawyers and staff are invited to participate via videoconference in all programs featuring outside speakers and panel discussions. In addition, all of the programs are recorded and copies are immediately sent to those offices where the time difference prevented them from participating.

Lawyers in the Firm’s Los Angeles office also regularly participate in diversity-related activities. Partner Rita O’Neill was recently appointed Vice Chair of the American Bar Association’s Women in M&A Task Force, which has the goal of increasing the participation and retention of women in M&A. She also created with the Firm’s Diversity Management Department a presentation and “toolkit” for law firms to assist them in the recruitment, retention and advancement of women in M&A. Women lawyers in our Los Angeles office also participate in activities sponsored by the Women of the Los Angeles Chapter of the Association for Corporate Growth.

In our Washington, D.C. office, events for women lawyers and summer associates are held each summer, and lawyers in the D.C. office routinely attend programs hosted by the Women’s Bar Association and Hispanic Bar Association of the District of Columbia. In addition, D.C. members of the Firm’s diverse lawyer networks participate in network meetings via videoconference, host D.C. office network events and periodically attend events hosted by the New York office network members.

The Firm also sponsors international activities that promote our diversity and inclusion initiatives both internally, as well as in the communities our offices serve. For example, the London office co-hosted a panel and reception for guests from Urban Lawyers with Covington & Burling’s London office. The mission of Urban Lawyers is to make the law more accessible to marginalized groups in society. S&C partners Vanessa Blackmore and Craig Jones were among the panelists who discussed their backgrounds, career paths and thoughts on how the legal industry can continue to improve the retention and promotion of lawyers from underrepresented groups. In addition, the Firm has sponsored, and lawyers in our London office have participated in, programs hosted by organizations that support and promote greater gender, sexual orientation, and racial and socio-economic diversity, including Aspiring Solicitors, City Solicitors Horizons, Lawyers in Schools, Out of America and Smart Works (formerly Dress for Success). Participation in these, and other programs focused on increasing the pipeline of diverse students, recently earned the Firm an Innovation Awards honorable mention in the Profiles in Diversity Journal Fall/Winter 2016 issue.

Among other events, lawyers in our regional offices attended events hosted by the InterLaw Diversity Forum, NQAPIA, Out of America, Out Leadership and Stonewall.
INTERNATIONAL OFFICE ROTATIONS

Associates who have expressed interest in working abroad may be offered the opportunity to participate in a minimum two-year rotation to one of S&C’s international offices. These rotations balance the needs of the particular office with the associates’ desire to enhance the depth and breadth of their legal skills and contribute to the Firm’s global initiatives. Added benefits of these rotations are the intra-office relationships that develop among our lawyers.

VISITING LAWYERS PROGRAM

Founded in 1949, Sullivan & Cromwell’s Visiting Lawyers Program provides practical training in the United States to visiting lawyers who plan to return to their home countries to resume practicing law.

With over 330 alumni in 48 countries, the hallmark of the Firm’s Visiting Lawyers Program has been the substantive nature of the experience provided. The visiting lawyers do not learn by observing others at work; they learn by active involvement in transactions. The program begins in the fall of each year, and participants generally are at the Firm for a term of seven to eight months.

S&C’s 2016–17 Visiting Lawyers (left to right, from top):
Oluwajoba Akinola, Nigeria (Olaniwun Ajay LP); Akshay Bhargav, India (Khaitan & Co.); Lauren Donazzan, Australia (MinterEllison); Sho Imanaka, Japan (Mori Hamada & Matsumoto); Hae Sung Jeong, Korea (Shin & Kim); Martín Jordano, Spain (Uría Menéndez Abogados, S.L.P.); Renata De Góes Mascarenhas, Brazil (Barbosa Müssnich Aragá Advogados); Nydia Remolina León, Colombia (Grupo Bancolombia, S.A.); Carolina Secondo, Uruguay (Ferrere); Xiao Wang, China (Freshfields Bruckhaus Deringer).
Having a diverse workforce means hiring people of all backgrounds. In order to attract the most diverse group of talented lawyers, S&C recruits at more than 30 law schools and job fairs. The Firm also works with affinity student groups and bar associations to sponsor panel discussions, conferences 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.

Associate affinity networks play a key role in recruiting at S&C. Each year the chairs of each of our affinity networks—AAN, LGBT Network and NOBLL—communicate with the affinity groups at all of the law schools where we recruit on campus. A member of each network is then assigned as a liaison to each affinity group at each of these schools. They get to know the affinity group leadership, and make recommendations to the Firm’s Diversity Management and Recruiting departments regarding which events and programs to sponsor. These interactions not only keep the Firm connected to law students throughout the year, but also encourage the development of informal mentoring relationships that can be crucial to students as they assess where to begin their legal careers. These interactions make students better positioned to get a sense of what S&C is about and what business imperatives—one of which diversity is one—drive the Firm on a daily basis.

Below is a list of some of the panel discussions, conferences and networking events the Firm sponsored this past recruiting season:

**Recruiting Events in 2016 included:**

- Berkeley Diversity Placement Night
- Columbia Black Law Students Association International Work Panel
- Columbia Law Women’s Association Resume Workshop
- Columbia OutLaws 1L Dinner
- Cornell Women’s Law Coalition Event
- Cornell APALSA Academy
- Duke WSLA Event: “How Does She Do It? Paths, Priorities, and Compromises on the Road to Success.”
- Georgetown Women’s Legal Alliance: Women in Firms Reception
- Harvard Asia Law Society’s Career Week and Job Fair
- Harvard Black Law Students Association Spring Conference
- Harvard Lambda 1L Dinner
- Harvard Women’s Law Association Mentorship Program
- Lavender Law Conference and Career Fair
- LGBT Association of Greater New York Career Fair
- NYU Black Allied Law Students Association Sponsorship
- NYU Law Women Professional Mentorship Program
- NYU Women of Color Collective Women in Litigation Panel
- Penn Asian Pacific American Law Students Association Conference and Panel
- Penn Law Women’s Association Annual Dinner
- Stanford Black Law Students Association Black History Month Gala
- Stanford Black Law Students Association Diversity Career Fair
- UCLA Law Firm Diversity Reception
- Yale OutLaws Dinner and Panel
SUMMER PROGRAM

The Firm’s summer associate program is an integral part of the recruiting process. Composed mainly of rising second-year law students, the program is designed to expose summer associates to a variety of different practice areas, matters, transaction types and senior lawyers. Summer associates receive a thorough introduction to the Firm’s culture and values, including diversity training, practical advice about working at S&C, additional programming that adds to their knowledge of basic research and writing skills, and comprehensive mentoring and feedback. In addition, U.S.-based associates are afforded the opportunity to request placement in one of the Firm’s international offices or they may elect to split their summer between two of S&C’s U.S. offices, subject to space and staffing needs. In 2016, thirteen summer associates spent time in one of our non-U.S. offices, and ten summer associates split their time between two U.S. offices. Summer associates are also given the opportunity to participate in public interest externships. Each summer, S&C also organizes a variety of social events, including parties at lawyers’ homes, Broadway shows, sporting events and lawyer network receptions.

1) Partner Rick Wertheim and SEO intern Lauren Hobby at the SEO welcome luncheon
2) Associate Precious Nwankwo and summer associate June Hu enjoy an after work reception
3) Summer associate Maria Lacayo and associate Alex Metz at the LGBT Network summer reception
4) Summer associate Ashley Lherisson (center), with SEO interns Brandon Thomas and Giovanni Sanchez on the summer boat cruise
5) Associates and summer associates enjoy the summer boat cruise
The Firm continues its commitment to increasing the number of diverse attorneys in the larger legal community. It demonstrates this commitment by supporting and participating in internship, mentoring and development programs for high school, college and law school students of color, and lawyers of color, including:

**Legal Outreach, New Jersey Law & Education Empowerment Project (NJ LEEP) and Boys’ Club of New York**

At the high school level, we partner with Legal Outreach, NJ LEEP and the Boys’ Club of New York. These organizations prepare urban youth from underserved communities to compete at high academic levels by providing intensive educational skill-building and legal training programs. In addition to financially sponsoring these programs, each summer the Firm hosts four students from each program for one week, during which time they are exposed to our lawyers and practice areas through various presentations and activities, including a mock trial.

**Sponsors for Educational Opportunity (SEO)**

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. S&C has financially supported SEO and employed outstanding college graduates as part of SEO’s Corporate Law Program for over two decades. Students intern at the Firm during the summer between graduation from college and commencement of law school. The Firm also hires former SEO interns as summer and regular associates. Since we began participating in the program in 1993, the Firm has employed 79 SEO interns. Tracy Richelle High, Deputy Managing Partner of the Firm’s Litigation Group, is a former SEO intern.

**Practicing Attorneys for Law Students Program, Inc. (PALS)**

The Firm is a long-time supporter of PALS, an organization that provides networking opportunities and mentoring and development programs to minority law students and junior lawyers. In addition to our financial support, for nearly 20 years S&C has hosted the program’s Fall Kick-Off Reception, which attracts approximately 200 minority law students and attorneys from the tri-state, New York City area. S&C also hosts a writing workshop each spring for PALS members, and S&C lawyers serve as PALS mentors.
Leadership Council on Legal Diversity (LCLD)
The Firm is a member of LCLD, an organization of more than 200 corporate chief legal officers and law firm managing partners dedicated to creating a diverse legal profession. LCLD has four strategic goals: talent development, partnership candidacy, pipeline development and metrics. One of its signature programs is the Fellows Program. This year-long professional development program identifies high-potential lawyers from diverse backgrounds and supplements their law firm skills with a learning program consisting of in-person conferences, peer-group projects and extensive contact with LCLD’s top leadership. The goal is to produce a generation of lawyers with strong leadership and relationship skills who are committed to fostering diversity within their individual institutions and the profession at large. One of our diverse lawyers (partner or special counsel) has served as an LCLD Fellow since the program’s inception in 2011. In addition, S&C lawyers participate in LCLD’s Individual Mentoring Program, which pairs volunteer mentor attorneys with diverse 1L students at law schools in 25 cities across the United States.

Association of the Bar of the City of New York
Additionally, the Firm actively supports the Association of the Bar of the City of New York as a sponsor of its Office for Diversity and Inclusion. An S&C associate routinely serves on the New York City Bar Committee on Minorities in the Profession, and the Firm supports numerous events hosted by the New York City Bar Association’s Committee on Women in the Profession, including the annual Justice Ruth Bader Ginsburg Lecture on Women and the Law. For the past three years, the Firm has also hosted writing workshops as part of the New York City Bar Association Diversity Pipeline Committee’s “Launching Your Career” series. The series provides college pre-law students through second-year law students with the opportunity to attend professional development programs specifically tailored to women and diverse men at various New York City law firms during the summer. An S&C alumna leads the workshop, and several S&C associates facilitate breakout group discussions.
Maintaining a Standing Diversity Committee that Reflects Our Firm’s People
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For additional information on Sullivan & Cromwell’s diversity and inclusion initiatives, please visit: www.sullcrom.com/diversity-and-inclusion