

CLEARY GOTTLIEB

A Year of Commitment and Action





“As a firm, we remain steadfast in our commitment to antiracism, allyship, and listening to and learning from each other. We will continue our work to make our community more equitable and inclusive. We will make sure our lines of communication are open and active. And as leaders in our profession, we will continue to advocate for victims of racism, violence, discrimination, or inequality, including through our pro bono and related activities.

Michael A. Gerstenzang
Managing Partner

“The Diversity, Equity, and Inclusion team is incredibly proud of the way our Cleary community stepped up to support one another in solidarity, stand up for justice, and re-examine ourselves as individuals and as an organization to find the strength to become better versions of ourselves.”



Shaunna D. Jones
Chief Talent Officer

A Message from our Pillar Team Members

July 2021

This summer marks one year since Cleary Gottlieb, like many organizations around the world, committed to accelerating our progress in building a more diverse, equitable, and inclusive workplace.

It has been a year of incredible disruption, marked by a global pandemic that has disproportionately impacted people of color and socioeconomically disadvantaged communities. It has been a year scarred by the murder of George Floyd, one of the countless Black people who have had their lives stolen as a result of anti-Black racism and violence in the U.S. and around the world, prompting worldwide rallying cries and protests for racial and social justice. We have also witnessed a sustained tide of hatred, discrimination, and racialized violence against people of Asian and Pacific Islander descent. And, unfortunately, we continue to see a rise in acts of brutality on the basis of religion and national origin.

Mere words are inadequate to reflect the pain that so many have felt. Through loss and grief, however, came opportunity.

- An opportunity as individuals, firm leaders, and a community to listen and have in-depth conversations about how our differing backgrounds impact our journeys and the importance of recognizing the unique contributions of each person.
- An opportunity as a firm to grow and acknowledge that, at times, we have fallen short of our goal of creating a workplace in which all of us can thrive—not in spite of our differing individual perspectives, but because of them.
- An opportunity as a community to expand our focus on diversity and inclusion, and advance equity “inside our walls.”
- An opportunity as individuals to be brave enough to share our lived experiences and identities with those outside our usual circles and with more of our colleagues.
- And an opportunity to reaffirm the values that we believe will continue to make us excellent in the next 75 years and hold ourselves accountable for living those values.

With opportunity came reflection and evolution. Late last summer, we embarked on our *Path to Diversity, Equity, and Inclusion*, launching our six global Pillar Projects. Our work focuses on embedding our values in our daily interactions, making the firm a more inclusive and thriving workplace for our historically underrepresented colleagues, and doubling down on achieving more equitable development, retention, and promotion outcomes. Over a nine-month span, more than 60 senior lawyers and professional staff Pillar team members from across our global offices have worked together to create initiatives that we believe will meaningfully drive progress and make Cleary a better and more equitable place for us all to work.

As a community, each of us has witnessed what we can achieve when we dedicate sustained collaborative energy to the work of equity and are willing to engage in continued learning and active allyship.

We know that this important work is not done; we still have room to grow and much more progress to achieve as individuals, as a community, and as a firm. We are not daunted by the challenge, and we invite you to join us in moving forward with courage and creativity into a more diverse, inclusive, and equitable future for Cleary.

Members of our Pillar Team

Nowell D. Bamberger
Partner, Washington, D.C.

Lina Bensman
Partner, New York

Kimberly Blacklow
Partner, New York

Carmine Boccuzzi
Partner, New York

Patrick Bock
Partner, Brussels

Deborah M. Buell
Senior Counsel, New York

Derek M. Bush
Partner, Washington, D.C.

Rich Casesa
Applications Manager, New York

Francisco L. Cestero
Partner, São Paulo

Christopher J. Cook
Partner, Brussels

Kate Damm
Global Senior Manager of Talent and Well-Being, New York

Peter H. Darrow
Senior Counsel, New York

Lev Dassin
Partner, New York

Frédéric de Bure
Partner, Paris

Andres de la Cruz,
Senior Counsel, Buenos Aires

Marco D'Ostuni
Partner, Rome

Selena Drobnick
Professional Staff Learning & Development Manager—U.S., New York

Mitchell S. Dupler
Partner, Washington, D.C.

Sarah Eagan
Director of Learning and Development—U.S., New York

Monica Elms
Legal Talent Assistant, Washington, D.C.

Jason Factor
Partner, New York

Pietro Fioruzzi
Partner, New York

Lawrence Friedman
General Counsel, New York

David I. Gottlieb
Partner, London

Ward A. Greenberg
Partner, Frankfurt

Ashley M. Harris
Senior Human Resources Manager, Washington, D.C.

Donna Harris
Director of Legal Recruiting—U.S., New York

Robin Hirsch
Legal Talent Manager, New York

Shaunna D. Jones
Chief Talent Officer, New York

Jeffrey D. Karpf
Partner, New York

Jonathan Kelly
Partner, London

Spencer Kirsch
Attorney Development Manager, New York

Adrian Rae Leipsic
Partner, New York

Elizabeth Lenas
Partner, New York

Jeffrey S. Lewis
Partner, New York

Jay Linder
Director of Marketing and Communications, New York

Chris Macbeth
Partner, Abu Dhabi

Abena Mainoo
Partner, New York

Sara Marshall
Deputy Office Manager—Legal Personnel, Paris

Michael A. Mazzuchi
Partner, Washington, D.C.

Duane McLaughlin
Partner, New York

Myra McMinn
Attorney Development Manager, New York

Francesca L. Odell
Partner, New York

Sean A. O'Neal
Partner, New York

Jennifer Kennedy Park
Partner, Bay Area

Katherine Reaves
Partner, New York

Daniel C. Reynolds
Partner, New York

Rebecca Reeves
Lead Recruiter, Washington, D.C.

Kenya Rodriguez
Diversity, Equity, and Inclusion Project Manager, New York

Nichola Rowe
Director of Human Resources, London

Sara Sanchez
Associate General Counsel, New York

Steve Santurri
Chief Information Officer, New York

Tihir Sarkar
Partner, London

Thomas Scannello
Senior Project Manager, New York

Scott Senecal
Partner, Abu Dhabi

Amy R. Shapiro
Partner, New York

Paul J. Shim
Partner, New York

Kristen Siebert
Senior Human Resources Manager, New York

Julienne Markel Sims
Senior Corporate Talent Manager, New York

Gaelan Smith
Data Analysis and Visualization Engineer, New York

Rebecca Stern
Lead Recruiter, New York

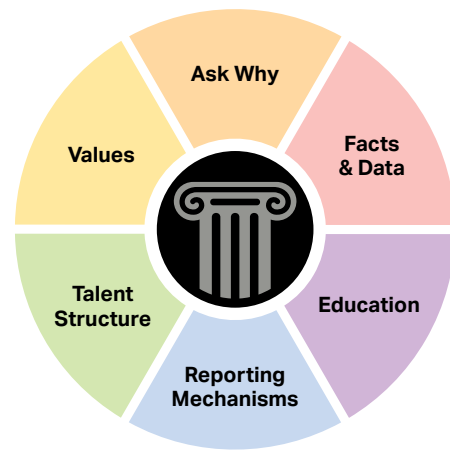
Dagmar Tagger
Director of Business Development, Europe, Brussels

Emily Walter
Talent and Well-Being Specialist, New York

Mary Watson
Attorney Development Manager, New York

Steven L. Wilner
Partner, New York

Our Pillar Projects



After beginning last summer with reflection and awakening about the impact of racial and social injustice on our community, Cleary resolved to move forward with a recommitment to the work of advancing equity.

That commitment led to the development of the global Pillar Projects. Each of the six Pillar Projects represents an area critical to advancing equity within our firm for our historically underrepresented colleagues.

Each Pillar team agreed on their mission—specifically, how their work could increase systemic and individual support to create a more inclusive workplace and accelerate progress. Working collaboratively across offices

and roles, each team then developed project plans to move its Pillar’s work forward. Cleary is proud of its history as a pioneer of innovative DE&I initiatives within the legal industry, and we believe our Pillar Projects are an example of our commitment to innovation that can lead to lasting change.

Below are highlights of our Pillar Projects, including the work that has been accomplished and the ongoing efforts to move each forward.

Ask Why

Conversations among firm partners to identify and address past challenges and implement new behaviors with respect to diversity, equity, and inclusion (DE&I).

- **We realized we needed to...** improve our ability to develop authentic professional relationships with colleagues, be aware of our own blind spots, and commit to developing talent across difference.
- **As a result of our efforts, we have...** hosted small-group candid conversations and coaching sessions among partners to spark awareness, introspection, and made individual commitments to lead in a more inclusive manner.
- **To continue our progress, we are...** sustaining the conversations, holding ourselves and each other accountable for inclusive behaviors, and embedding this as an ongoing practice in more partner forums.

“To move forward, we need to recognize and understand the challenges and the systemic forces impacting the experiences of our colleagues. We must continue to hold ourselves accountable and lead without bias to create a community that is more diverse, equitable, and inclusive.”

Frédéric de Bure
Partner, Paris



ASK WHY

Values

Embed our DE&I values into our firm’s culture.

- **We realized we needed to...** clearly articulate the principles that define our community to unite us on a journey toward equity.
- **As a result of our efforts, we have...** invited everyone at the firm to participate in global discussions to answer the question, “Who are we on our best day at Cleary?,” so that we can better support our colleagues and clients. The answers helped form our Values Statement, which was introduced as part of our 75th anniversary year.
- **To continue our progress, we are...** integrating our values into our everyday interactions and decision-making at the firm. Since our values are both lived and aspirational, we must strive every day to meet and exceed them—and hold each other accountable when we do not.

“We are committed to creating a culture in which diverse voices are heard, understood, and respected and our values are integrated into everything we do. We want to be our best selves and our shared values will help us lead the way.”

Dagmar Tagger
Director of Business Development, Europe



VALUES

“Cleary has recommitted to advancing diversity and inclusion through an increased focus on fostering equity. Our global Pillar Projects have created a path and action plan to create a more inclusive and equitable community where all of our colleagues can thrive.”

Jennifer Kennedy Park
Partner, Bay Area



“Our firm benefits from its diversity of backgrounds, experiences, and perspectives. We encourage everyone to bring their authentic selves to contribute to a community that embraces a broad range of viewpoints.”

Paul Shim
Partner, New York



Facts & Data

Leverage our internal facts and data to better target DE&I initiatives.

- **We realized we needed to...** use data to analyze and create accountability in staffing, development, and building a diverse associate population and pipeline to ultimately improve diversity in our senior ranks.
- **As a result of our efforts, we have...** created the U.S. Diversity Dashboard, which the Talent Team, staff members, practice group leaders, and the Executive Committee now use to analyze data across teams and demographic categories for lawyers so that data can become an integral part of the DE&I discussion.
- **To continue our progress, we are...** seeking Mansfield certification in the July 2021-2022 cycle and building a global Diversity Dashboard, focused on gender. We are committed to creating more tools to uncover data-driven insights and use them to inform our DE&I strategy.

"To reach our goal of building a more inclusive environment, we need to be able to assess the impact of our efforts. Our new interactive data dashboard will help leverage data to advance equity and inclusion in offices worldwide, and point the way toward future progress."

Gaelan Smith
Data Analysis and Visualization Engineer,
New York



Talent Structure & Staffing

Improve the experience and retention and promotion outcomes for our underrepresented lawyers by focusing on more equitable and developmental staffing, sharing objective benchmarks to define success, and equipping senior lawyers with tools for mentoring.

- **We realized we needed to...** examine the firm's talent development ecosystem to identify opportunities to neutralize bias and maximize objectivity in our recruiting, orientation, education, mentoring, staffing, evaluation, and promotion processes, with the goal of developing our underrepresented lawyers to their full potential.
- **As a result of our efforts, we have...** developed global objective benchmarks, clearly communicating expectations for each stage of associate professional development, and established firm-wide aspirations for mentoring.
- **To continue our progress, we are...** training our senior lawyers to be better mentors across difference, providing associates with better guidance on how to establish mentoring relationships, and identifying more ways to improve our structures and systems so that we can provide equitable opportunities throughout an individual's talent lifecycle.

"At every stage of our career, mentors provide us with the support, guidance, and resources necessary to excel. Cleary is committed to prioritizing mentorship—particularly to build relationships between those of different backgrounds—to ultimately increase representation of women and underrepresented lawyers in our senior ranks."

Liza Lenas
Partner, New York



Education

Implement a more comprehensive, global DE&I curriculum that provides everyone in the Cleary community with the opportunity to learn core antiracism, inclusion, and allyship skills.

- **We realized we needed to...** provide the necessary knowledge and skills tailored to the different needs of each office, enabling our lawyers and professional staff to have conversations and appreciation around different perspectives and lived experiences, and to empower a more inclusive and equitable community.
- **As a result, we have...** developed a global DE&I education series that raises personal awareness, imparts foundational knowledge, fosters open and constructive dialogue, elicits candid feedback, and develops actionable skills.
- **To continue our progress, we...** will assess and adapt the curriculum and provide opportunities to practice skills, utilize educational resources, and learn from one another.

"In the spirit of inclusivity, I appreciated the opportunity to be part of the regional customization team for our new DE&I curriculum. Providing Cleary colleagues worldwide with education that takes into account their culture and local norms is critical to nurture a more inclusive and equitable community across our offices."

Alexandria (AJ) Johnson
Associate, Frankfurt



Reporting Mechanisms

Strengthen internal reporting mechanisms on non-inclusive behavior to advance our culture and promote greater accountability.

- **We realized we needed to...** increase awareness of the firm's efforts to address, and enhance mechanisms for reporting, non-inclusive behavior.
- **As a result of our efforts, we have...** increased global awareness of our Designated Partners, who serve as valuable resources for lawyers and professional staff to raise concerns and report non-inclusive behaviors. We have also launched a pilot program where Trusted Advisors will serve as team-based confidantes and intermediaries to help promote a more inclusive working environment.
- **To continue our progress, we are...** conducting trainings for lawyers and professional staff on how to respond to policy violations and other non-inclusive behavior to better promote a culture of accountability.

"As part of our focus on accountability and growth, we are ensuring the right tools and processes are in place to make reporting accessible, easy, and reliable."

Lina Bensman
Partner, New York



Coming Together

Healing Gatherings

- In response to the murder of George Floyd and the social justice movement that followed, the firm welcomed experts to facilitate sessions exploring race-related dynamics in the workplace and to create safe spaces where our Black colleagues could express the breadth and depth of their emotions, and discuss how the firm can best support them.
- To support our Asian colleagues during the rise of anti-Asian violence, the firm offered facilitated healing gatherings led by Ivy Kwong, an expert in trauma-informed and social justice-minded therapy and coaching. The gatherings were led with a holistic, intuitive, and collaborative approach to support impacted colleagues coming together to heal.
- Cleary hosted a Transgender Day of Remembrance Vigil to honor the trans individuals who have been killed over the past year and create space for us to heal with one another.

Strengthening Our Community

- In June 2020, Cleary hosted a mandatory training session, “Knowing What You Don’t Know—The Black Experience in the Workplace,” led by experts in the DE&I field.
- This training was followed by unconscious bias and inclusive leadership sessions led by Dr. Arin Reeves, “Inclusive Leadership = Dynamic Leadership: The Value of Inclusion.”
- We launched the Anti-Racism and Allyship Resources Center on the Cleary360 DE&I page, which includes, among other things, a library of educational resources on antiracism, implicit bias, and inclusive leadership.
- The EU Black Affinity Group (BAG) was created to connect Black associates across the firm’s European offices. The group is a reflection of our efforts to highlight the unique Black experiences that exist in a European context, shaped by country-specific histories and cultures. EU BAG is dedicated to providing a space within which to reflect on shared experiences and amplify Black voices, working in conjunction with firm leadership. The group focuses on enhancing the professional development, recruiting, and retention of Black associates across the firm’s European offices. In addition, EU BAG seeks to raise cultural awareness by hosting events and educational programs that promote diversity and inclusion in Europe.



“I believe this is invaluable for everyone, but particularly for young Black professionals for whom the reality often is that the system does not afford the same access or opportunities, and falling into ‘informal’ mentoring relationships is that much harder. Against that background, the ability of strong mentor relationships through programmes like this to change a person’s career and life trajectory should not be underestimated.”

Naomi Tarawali

Associate, London
on the launch of the Champions Project
(Toynbee Hall and Cleary Gottlieb)



“Cleary only operates at its full potential when everyone at the firm can thrive. We care deeply about the development of all of our professionals, and creating space for diverse perspectives is key to how we collaborate with each other and serve our clients.”

Chris Cook
Partner, Brussels



Developing Awareness

To amplify the voices and experiences of diverse communities at Cleary, we welcomed our alumni, clients, and friends to join us for conversations with prominent keynote speakers during heritage month celebrations and beyond. These cultural events broadened awareness, heightened the level of discussion, and established a culture of inclusion at the firm. We've hosted:



Commemorating the Intersectional and Historical Roots of Black Activism and the LGBTQ Rights Movement

With **Steven Canals**, American screenwriter and producer, known for co-creating and executive-producing the FX television show *POSE*.



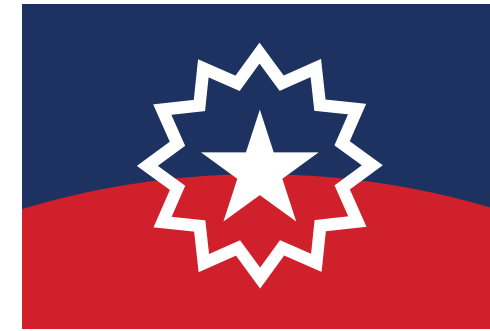
Unsung: The Multicultural Female Voice

With **Lynn Nottage**, American playwright and screenwriter, the first and only woman to have won the Pulitzer Prize for Drama twice.



The Latinx Identity: A Journey of Access, Agency, and Activism

With **Anthony Romero**, Executive Director of the American Civil Liberties Union (ACLU).



In observance of **Juneteenth**, the anniversary of the emancipation of the last remaining Black slaves in the Confederate States, who were freed two years after President Lincoln signed the Emancipation Proclamation in the U.S., Cleary closed its offices for lawyers and professional staff in the U.S. and deemed it an annual holiday.



Social Justice Spotlight

With **Darren Walker**, President of the Ford Foundation and co-founder and chair of the Presidents' Council on Disability Inclusion in Philanthropy.



Her Story, Her Voice

With **Wanji Walcott**, Executive Vice President, Chief Legal Officer, and General Counsel at Discover Financial Services.



Trans Day of Visibility

With **Samy Figaredo**, activist.



Virtual Screening of CURED Celebration of LGBTQ+ History Month

Which shines light on the campaign that led to the removal of homosexuality from the American Psychiatric Association's manual of mental illnesses.



The Artist As Activist

With **Leslie Odom Jr.**, Tony & Grammy award-winning artist and Emmy- and Oscar-nominated actor.



A View From Within Germany: Experiences of Diversity and Inclusion at Deutsche Bank and in German Society

With **Gülabin Sun**, Global Head of KYC Operations & Investment Services at Deutsche Bank.



Lifting the Asian American Voice: A Celebration of the AAPI Community

With **Min Jin Lee**, award-winning, bestselling novelist and essayist.



A Year of Commitment and Action

A conversation with

Chinyere Ezie, Senior Staff Attorney, Center for Constitutional Rights, and Cleary Alumna

Amanda Nguyen, Social entrepreneur, civil rights activist, and the CEO and founder of Rise.



Supporting Communities

In support of, and in solidarity with, the Black community, the firm made and matched donations to **Equal Justice Initiative (EJI)** and **NAACP Legal Defense and Educational Fund (LDF)**.

In support of, and in solidarity with, the AAPI community, the firm donated to **STOPAAPIHATE**, **Asian Americans Advancing Justice**, and **AALDEF**, and matched donations to these organizations and the **MinKwon Center for Community Action** and **National Queer Asian Pacific Islander Alliance (NQAPIA)**.

We joined the new **Law Firm Antiracism Alliance**, a coalition of law firms formed to bring together and use collective resources to amplify the voices of those oppressed by racism and to find ways to better use the law in support of communities of color.

Providing one-on-one legal advice to 100+ small business and nonprofit clients affected by COVID-19, answering questions on financial relief programs, commercial leasing issues, and contract renegotiation. In partnership with **Start Small Think Big**, launching a national training and education program on federal financial relief initiatives under the CARES Act for attorneys and small businesses, which was delivered in English and Spanish across multiple technology platforms.

As part of our ongoing partnership with NYU Law's Policing Project, assisting with research and policy drafting for the **American Law Institute (ALI)**'s Policing Principles initiative. The team investigated existing statutes regarding the use of force in policing and how use of force investigations are handled after the fact. ALI recently published Cleary's proposed legislative agenda and training and investigation initiatives regarding use of force on their [website](#).

Filing an amicus brief in the U.S. Supreme Court in support of the **City of Philadelphia**'s requirement that religiously affiliated agencies must comply with the City's nondiscrimination policies regarding same-sex adoptions. The amicus brief urged the court to affirm the judgment of the U.S. Court of Appeals for the Third Circuit and rule that Catholic Social Services (CSS), the organization that raised these claims, has no religious liberty right to dictate the terms of a government contract, nor may it choose to exercise delegated government authority in a manner that conflicts with the government's policies.

Cleary's Fellowship Program placed first-year associates at legal services organizations or nonprofits for one year in an effort to support the delivery of critically needed legal work to underserved communities. We are proud of our fellows who have worked with services organizations focused on criminal defense, racial justice, and economic empowerment, providing much-needed assistance at a critical time at organizations such as **Brooklyn Defender Services**, **Federal Defenders of New York**, **International Refugee Assistance Project**, **The Legal Aid Society**, **Sanctuary for Families**, **Start Small Think Big**, and more.

Partnering with **The Legal Aid Society** to challenge the scope of New York's Civil Rights Law Section 50-a, which shielded from public disclosure records relating to police officer misconduct. Following the repeal of Section 50-a in June 2020, the firm immediately began working with defender organizations to ensure that personnel records related to officer misconduct are properly disclosed when requested.

Successfully **filing for compassionate release on behalf of several incarcerated clients**. In each case, our clients suffered from severe underlying medical issues and a lack of sanitation and heightened COVID-19 exposure risk at their respective correctional institutions. Due to these efforts, our clients were released, in one case with an effective reduction of about 45 years, and were able to rejoin their families. In addition, our motions resulted in key precedential rulings that may allow other at-risk inmates to successfully petition for similar relief.

Representing **Mr. T**, who was released on parole after having served 27 years in prison for a crime committed when he was 17 years old. Mr. T is one of the first juvenile lifers to be released on parole in Maryland in the wake of the U.S. Supreme Court's decisions in *Miller v. Alabama* and *Montgomery v. Louisiana*. The court ruled that mandatory life without parole sentences for juveniles are unconstitutional and that this ruling should be applied retroactively to permit consideration of mitigating factors including age.

Continuing to staff our women's-only clinic in partnership with London's **Toynbee Hall**, providing legal advice on a range of issues, such as domestic violence, family law, housing, and employment, as well as our ongoing clinic in partnership with **The Entrepreneurial Refugee Network**, which provides legal advice to refugees who have started their own businesses in London.

"We are committed to advancing gender equity at the firm, in the legal profession, and in our communities. Through our efforts, we aim to support, advocate and create opportunities for women to become leaders at Cleary and beyond."


Kimberly Brown Blacklow
Partner, New York



"My experience as a Cleary Fellow with Legal Services NYC has given me the opportunity to use my skills to help individuals and small businesses at a time when the need has been absolutely critical. I'm so proud to be making a significant difference through my work on behalf of the Asian community and across New York City."

Meghan Liu
Associate & Fellow, New York





This has been a year of heightened awareness of inequality, renewed commitment to allyship and equity, and action to build a more inclusive workplace. As a community, we have listened, come together, and continued to effect change. We will carry on this critical work to build a more diverse, inclusive, and equitable firm and society.

For more information, please feel free to reach out to our Diversity, Equity and Inclusion team at global-diversityequityinclusion@cleary.com or [Shaunna D. Jones](#), *Chief Talent Officer*.



[clearygottlieb.com](https://www.clearygottlieb.com)

Founded in 1946 by lawyers committed to legal excellence, internationalism, and diversity, Cleary Gottlieb Steen & Hamilton LLP is a leading international law firm with approximately 1,100 lawyers around the world. The firm has 16 closely integrated offices in New York, Washington, D.C., Paris, Brussels, London, Frankfurt, Cologne, Rome, Milan, Hong Kong, Beijing, São Paulo, Abu Dhabi, Seoul, and the Bay Area.

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