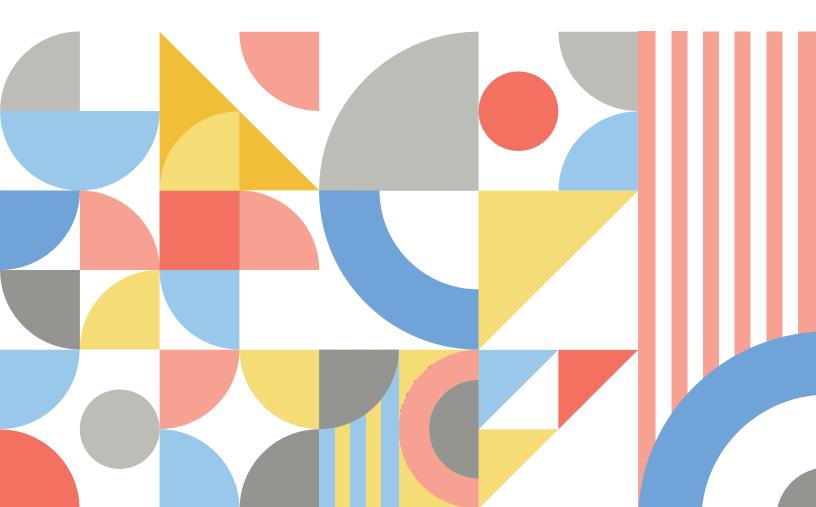
CLEARY GOTTLIEB

Diversity, Equity & Inclusion



"At Cleary, we know that investing in our future talent is crucial to our success. We are proud to partner with on-campus groups and pipeline programs that help broaden the representation of underrepresented lawyers not only at the firm, but in the legal profession overall. These efforts help ensure that our population of lawyers can meet all our clients' needs."

Elaine EwingPartner, Washington, D.C.





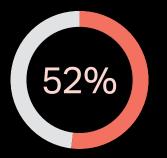
"Cleary is committed to creating a culture that promotes inclusivity across all differences, and the firm's leadership is dedicated to those ideals. The diverse perspectives and experiences of all our professionals enhances not only the workplace, but also the quality of our practice."

Delphine MichotPartner, Paris
DE&I Chair, Europe

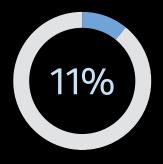
"The diversity of backgrounds, experiences, and perspectives of our lawyers and professionals is key to the firm's success. We are dedicated to cultivating an inclusive environment where a variety of viewpoints are encouraged and celebrated."

Mark E. McDonald
Partner, New York
Chair of the Diversity Advisory Committee

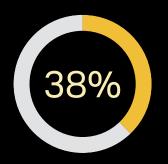




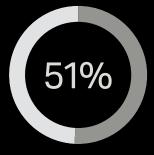
of our U.S. associates are women



of our U.S. associates identify as LGBTQ+



of our U.S. associates are racially/ethnically underrepresented



of our global associates are women

Top 15 Firm

The American Lawyer's 2023 Diversity Scorecard

Top 5 for Diversity

Law360, 2023

Diversity, Equity & Inclusion: Our Commitment in Action

Cleary Gottlieb is committed to cultivating an inclusive culture where the values, experiences, and perspectives of our diverse professionals are not only celebrated, but reflected in the way we approach legal practice. The firm's Managing Partner, Executive Committee, and various talent committees continuously support our strategy, programming, and initiatives.

The committees develop and implement strategies that support our lawyers, including strengthening our attorney development framework, fostering community, and increasing communication with firm leadership. To advance our goals, the firm offers training, mentoring programs, speaker

series, affinity group activities, and special events. Some recent initiatives include interactive education on inclusive leadership, alumni collaborations, and partnerships with clients and organizations committed to advancing diversity, equity, and inclusion in the legal profession.

Mansfield Rule Certification

Mansfield Rule Certification is a legal industry benchmark that measures the structural processes the firm has put in place to ensure our paths to leadership—including lateral hiring, client pitch teams, promotions, appointments, and more—are open and transparent to all qualified lawyers. Diversity Labs, 2021-2022, 2022-2023

The Six Pillars Project



Cleary Gottlieb developed a framework in the global Six Pillars Project to structure our diversity, equity, and inclusion (DE&I) efforts and accelerate our progress in building a more diverse, equitable, and inclusive workplace across the firm. Each of the six global Pillar Projects represents an area critical to advancing equity within our firm.

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

Values

Embed our DE&I values into our firm's culture, integrating our values into our everyday interactions and decision making at the firm.

Ask Why

Candid conversations among firm partners to identify and address past challenges and implement new behaviors with respect to DE&I, promoting accountability for inclusive behavior.

Facts & Data

Leverage our internal facts and data to better target DE&I initiatives and maintain accountability. We use data to analyze and create accountability in staffing, development, and building a diverse associate population and pipelines.

Talent Structure and Staffing

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

Reporting Mechanisms

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

Education

Implement a comprehensive, global DE&I curriculum that provides everyone in the Cleary community with the tools to be more antiracist, inclusive, and better allies.

Our culture of inclusion is a reflection of our global legal practice. We work daily with clients around the world on matters involving a broad array of legal, business, and social/cultural perspectives.

Cleary Gottlieb sponsors both internal and external programs to encourage networking, community building, and support among lawyers and professional staff of diverse backgrounds and cultures.

3rd Highest % of Racially/ Ethnically Underrepresented Partners in Firm Cohort

Law360 Diversity Snapshot, Firms with 251-600 U.S. Lawyers, 2023

Best International Firm: Work-Life Balance

Euromoney Legal Media Group's Americas Women in Business Law Awards, 2023

International Law Firm of the Year

Morgan Stanley's Asia Outside Counsel Diversity Awards, 2021

"Investing in future talent is critical to creating a more diverse, equitable, and inclusive workforce. Cleary proudly supports the SEO Law Fellowship Program and other pipeline programs that are committed to diversifying the legal profession. These programs directly enhance the legal profession and community as a whole, and are essential to increasing the representation of lawyers of diverse backgrounds and cultures."

Jamal FultonPartner, New York





"The firm invests significant time and resources in the development of our associates. One of the ways we do this is through mentorship programs, which provide our lawyers with the opportunity to share and develop their skillsets and ideas in one-to-one or small-group forums for discussion and tangible, accountable goal-setting.

This contributes to a stronger sense of community and also reflects a genuine desire for each of our associates to realize their full potential."

Naomi Tarawali Partner, London

"Cleary's culture is one of its greatest strengths. We are able to collaborate beyond the boundaries of our offices and support one another across multiple jurisdictions by sharing our knowledge and experiences. We understand that the value of each other's viewpoints and the different ways we approach our matters will help us to provide the best possible service to our clients."

Chris C. LeePartner, Hong Kong



Top Firm for Diversity, Equity, and Inclusion

Chambers Associate Survey, 2023

Top Firm for Diversity

Yale Law Women's Top Law Firms Reports, 2022 Top 3 UK Firm for LGBTQ+ Lawyers

Law.com International, 2021

DEI Leadership Bronze Seal

The State Bar of California, 2024

Top Firm for Health & Wellness

Yale Law Women's Top Firms for Gender Equity & Family Friendliness, 2021

Associate Development: An Investment in Our Future

Demonstrated Commitment

Cleary Gottlieb's efforts to increase representation in our senior ranks remains a top priority, and senior lawyers at the firm are actively involved in programming to ensure associates are developed equitably.

As part of the firm's commitment to developing inclusive and engaged leaders, we provide tailored training for senior lawyers on how to manage and communicate inclusively in order to effectively engage across difference. The goal of our programming is to broaden perspectives on issues that relate to diversity, equity, and inclusion within the firm and in the community as a whole.

Cleary advances diversity, equity, and inclusion in the broader arena by partnering with leading stakeholders within and outside the legal industry. These partnerships complement our internal professional development programs and support inclusion of attorneys at the senior lawyer level. The firm sponsors associate participation in the Charting Your Own Course Career (CYOC)

Global DE&I Sponsorship Program

Cleary instituted a global Sponsorship Program for our mid-year associates to focus on and bolster their professional development at the firm. Featuring a one-on-one pairing of an associate and sponsor partner, it includes structured coaching engagement with an external coach and tailored learning and development sessions.

Conference, Black Women in Asset Management (UK), the Black Counsel Forum (UK), the National Asian Pacific American Bar Association (NAPABA) Convention, and Women in Law and Leadership (Belgium), among others.

"As a firm, we are in the business of solving our clients' problems through creative and pragmatic lawyering. The best way to solve the hardest problems is to assemble a team of talented lawyers with diverse backgrounds, experiences, and perspectives. When we do that, we deliver our finest work."

Michael A. Gerstenzang Managing Partner



Championing Others and One Another: A Mentoring Culture

Integral Relationships

Cleary Gottlieb recognizes the importance and value mentoring has on the professional development of our lawyers. Mentoring serves as an effective tool toward the retention and development of lawyers, including those who are underrepresented in the legal industry, and we are constantly striving to expand both formal and informal mentoring opportunities at the firm.

Mentoring is considered a cornerstone of legal practice at Cleary. In addition to mentoring our lawyers to develop technical legal skills, we are committed to mentoring our lawyers to develop into world-class international lawyers. In our corporate and litigation groups, individual mentoring is complemented by group mentoring in our *Attorney Development Teams*, which brings partners, senior lawyers, and associates across a range of seniority together for bonding, socializing, and substantive conversations around critical topics for career development. All of our associates are assigned senior lawyer mentors who meet one-on-one with our associates.

Our first-year corporate transaction associates enjoy our *Corporate Associates Foundation Initiative*, a program to bring group mentoring, partner mentors, trainings on vital topics, and social events geared toward building relationships to our new class of corporate associates to integrate into the firm. Most of our practice groups offer office hours—time to meet with senior lawyers to ask questions and discuss the latest goings on.

Cleary is also proud to partner with a number of our clients that offer diversity mentorship programs to our associates. Typically, this involves a one-on-one pairing with a senior client lawyer and a junior or mid-level Cleary associate to get exposure to the client side of a legal relationship and their in-house work, while obtaining career guidance and coaching. Participating in these opportunities expands the associates' networks and bolsters the professional development offered at Cleary.



Advancing Gender Equity

Lawyers at Cleary Gottlieb are continually recognized for their leadership and success. These lawyers have been lauded for their experience and prowess in areas such as antitrust, banking and finance, bankruptcy and restructuring, capital markets, investigations, litigation, mergers and acquisitions, private equity, pro bono, and tax. They have earned commendations including "Innovative Leader," "Rising Star," "Most Influential," and "Top Lawyer," among others.



Engaged Leadership

Cleary Gottlieb is committed to fostering inclusion at the firm and in the legal profession overall. The firm's leadership is committed to advancing careers at Cleary, and it is one of our top strategic priorities. The firm continues to invest substantial resources to provide equitable experiences and opportunities at the firm and in the legal profession overall.

The Women Lawyers' Advisory Committee (WLAC) sponsors the creation of forums and tools to foster and strengthen the firm's commitment to inclusion for everyone. Through these efforts, WLAC aims to increase the development, retention, and promotion of our associates at the firm.

WLAC provides forums for associates to share guidance on the development of the firm's practices and initiatives impacting professional and career development, staffing, and mentorship. WLAC also supports associates with cultivating relationships with senior lawyers and alumni.

Cleary supports Women's Working Groups (WWG) in several offices, including Brussels, London, New York, and Washington, D.C. WWGs are associate-led forums for women lawyers to meet and advance initiatives to enhance the experience of lawyers at the firm.

Top 5 Law Firm for Female Attorneys

Law360's Women in Law Report, 2023

International Women in Business Law Firm of the Year

Euromoney Legal Media Group's Americas Women in Business Law Awards, 2020 "It is a privilege to lead the WLAC after having participated on that committee as an associate member. Throughout my career at Cleary, I have seen the firm create many different platforms through which women's talents could be developed and their voices and ideas could be heard, and I am excited to be part of that continuing work."

Lina Bensman
Partner, New York
Chair of the Women Lawyers'
Advisory Committee, U.S.

"It's inspiring to see the level of dedication Cleary has toward advancing careers at the firm. I'm proud to serve as a member of Cleary's Women Lawyers Group because I get to contribute first-hand to the strides the firm is making on this front."





GLOBAL WOMEN MEAN BUSINESS SPEAKER SERIES

Women Mean Business

Events hosted featured speakers such as:



Diane BraytonExecutive Vice President, General Counsel, and Secretary
The New York Times



Auraellia Wang Senior Competition Counsel for APAC *Google*



Seda Yalçinkaya European General Counsel *Apollo Global Management*

Women Mean Business invites women business leaders to discuss their professional journeys and to share the lessons they've learned and how they are navigating challenges and opportunities along the way. These women leaders discuss how they are driving change within their organizations for both gender equity and the bottom line, and how they are leading their businesses through innovation and disruption in their industries and in the broader market.

"Cleary's culture is one that promotes inclusivity across difference, and the firm's leadership is dedicated to those ideals. The diverse perspectives and experiences of all of our professionals strengthens the quality of our practice and is critical to the firm's success."

D. Bruce HoffmanPartner, Washington, D.C.
Chair of the Diversity Committee



Diversity & Inclusion Business Council Annual Law Firm Award

Bank of America, 2013, 2022

Two-time recipient of the Leadership and Excellence in Inclusion and Diversity (LEID) Award

Morgan Stanley

LatinoJustice CAP Leadership Award

The CAP Leadership Award is given to firms that LatinoJustice identifies as true community partners who have engaged in a meaningful partnership with LatinoJustice PRLDEF, supporting their pipeline programs, legal advocacy work, and mission.

Best Places to Work

Score:

100%

Corporate Equality Index Human Rights Campaign

Freedom Award Winner

Transgender Legal Defense & Education Fund

Law Firm Diversity and Inclusion Champion Award

Citi

Inclusion and Community: Cultivating Connections

Cleary Gottlieb believes that fostering interactions among colleagues with similar affinities, as well as those with diverse experiences and perspectives, makes us a more welcoming and supportive firm—and one that is better positioned to serve our clients.

Our affinity groups and professionals' affinity networks collaborate with firm leadership, conduct continuing legal education programs, raise awareness about topics relevant to members of their respective groups, identify culturally relevant pro bono matters and potential partnerships, and organize networking activities.

Affinity groups and professionals' affinity networks are empowered to be active participants in the firm's efforts to achieve greater inclusion. Cleary proudly supports the following affinity groups in the U.S. and Working Groups in our other offices:

- Black Affinity Group
- Black and Minority Ethnic (BAME) Working Group
- East Asian Affinity Group
- EMEA Black Affinity Group (BAG)
- Latinx Affinity Group

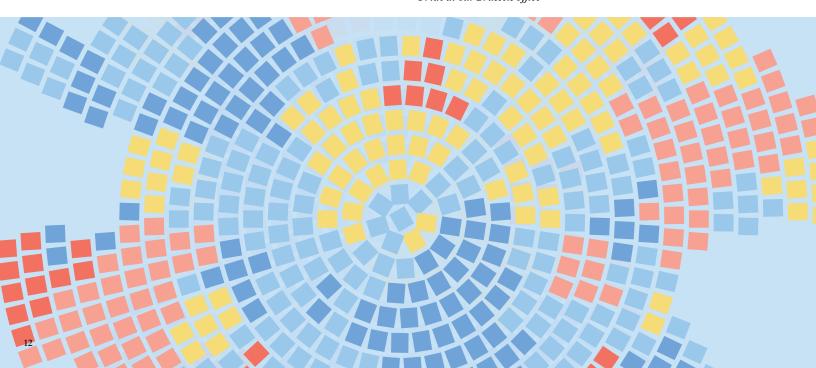
- LGBTQ+ Affinity Group
- LGBTQ+ Working Groups
- South East Asian-South Asian-Middle Eastern Affinity Group
- Diverse Associates Group
- Women's Working Groups
- Social Mobility Working Group
- DE&I Working Groups
- EMEA Unity

And the following professionals' affinity networks:

- Black
- East Asian
- Latinx
- Pride
- South East Asian-South Asian-Middle Eastern
- Women's Working Group



Pride at our Brussels office



Inclusion and Community: Strategic Partnerships

Cleary Gottlieb engages and partners with leading stakeholders to advance diversity, equity, and inclusion inside and outside of the legal industry. We stand in solidarity with these organizations to reinforce the support of our communities.

We support diversity, equity, and inclusion efforts with clients, minority bar organizations, and national organizations, including:

- Abogadas MX
- Ali Forney Center
- American Civil Liberties Union (ACLU)
- American India Foundation (AIF)
- Asian American Bar Association of New York (AABANY)
- Asian American Legal Defense and Education Fund (AALDEF)
- Asian Pacific American
 Bar Association (APABA),
 Washington, D.C.
- Association of Law Firm Diversity Professionals (ALFDP)
- Black Counsel Forum
- Black Solicitors Network
- Black Women in Asset Management (BWAM)
- Council of Urban Professionals (CUP)
- Corporate Counsel Women of Color (CCWC)
- DirectWomen
- General Counsel for Diversity & Inclusion (GC D&I)
- Hispanic National Bar Association (HNBA)
- Hispanic Bar Association, Washington, D.C.
- Korean American Community
 Foundation (KACF)
- Lambda Legal
- LatinoJustice (PRLDEF)
- Leadership Council on Legal Diversity (LCLD)

- Legal Outreach, Inc.
- LGBT Bar Association of Greater New York (LeGaL)
- Metropolitan Black Bar Association (MBBA)
- Minority Corporate Counsel Association (MCCA)
- Ms. JD
- My Brother's Keeper (MBK) | My Sister's Keeper (MSK)
- National Association for Law Placement (NALP)
- National Asian Pacific American Bar Association (NAPABA)
- National Association of Women Lawyers (NAWL)
- National Bar Association (NBA)
- National LGBTQ+ Bar Association
- National Queer Asian Pacific
 Islander Alliance (NQAPIA)
- New York City Bar Association
- New York Civil Liberties Union (NYCLU)
- South Asian Bar Association of New York (SABANY)
- South Asian Bar Association (SABA), Washington, D.C.
- Sponsors for Educational Opportunity (SEO)
- Stakeholders, Inc. (Charting Your Own Course)
- Stonewall UK
- Transgender Legal Defense
 & Education Fund (TLDEF)



CLEARY GOTTLIEB AND AABANY 2022

Photographic Justice

A Tribute to Corky Lee Photo Exhibit.



CLEARY GOTTLIEB AND START SMALL THINK BIG 2022

Supporting Black Business

Cleary Gottlieb partnered with Start Small Think Big to showcase a stellar roundup of Black-owned small businesses.



LATINX COMMUNITY CELEBRATION 2022

Souls of a Movement

Viewing of Cleary Alumnus Carlos Von Der Heyde's first photography installation.



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*.



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

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



The Artist as Activist

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

Enhancing Awareness



"We continue to increase awareness of different communities, voices, and viewpoints with events that showcase people who have impacted the discussion, while also providing a higher level of inclusivity at the firm."

Rick Copeland
Director of Operations – U.S.,
Washington, D.C.



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

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



Su Lugar en la Mesa (Her Seat at the Table)

With **Soledad O'Brien**, award-winning journalist, entrepreneur, and host of the weekly syndicated political show *Matter of Fact*.

International Women's Day 2023

'What Equity Means to Me'

With **Yvette Forrester**, Head of DE&I and Learning & Development, Howlett Brown, President, City Women Network



Defining Success, Embracing Culture

With **Linda Johnson Rice**, chairman & CEO, Johnson Publishing Company and former Chairman Emeritus of Ebony Media Operations.

To amplify the voices and experiences of diverse communities at Cleary, we welcome our alumni, clients, and friends to join us for conversations with prominent keynote speakers during heritage month celebrations and beyond. These cultural events broaden awareness, heighten the level of discussion, and strengthen a culture of inclusion at the firm.



LGBTQ+ Secrets of Great Art Museums

Groundbreaking virtual tour led by **Professor Andrew Lear** to learn about the LGBTQ+ stories and history hiding—often in plain sight—in some of the world's greatest art treasure houses.



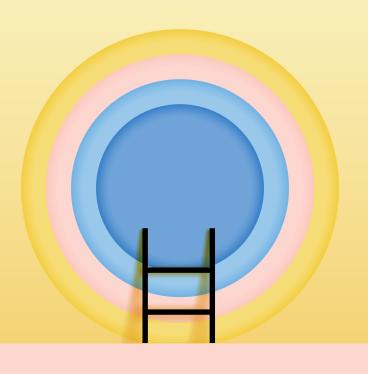
Unsung: The Multicultural Female Voice

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



Transitioning Perspectives and Narratives Through Technology

A Conversation with **Natalie J. Egan**, CEO and Founder of Translator, Inc.



"At Cleary, I've been fortunate to have been able to provide our more junior lawyers with the support, guidance, and resources necessary to excel. The firm is committed to prioritizing mentorship and sponsorship—particularly to build relationships between those of different backgrounds—to ultimately increase representation of women, racially/ethnically underrepresented, and LGBTQ+ lawyers in our senior ranks."

Marcela RobledoPartner, San Francisco

"Being part of the professionals' affinity network has allowed me the chance to connect more with colleagues across the firm. These opportunities help to foster a more diverse and equitable experience and have empowered me to be more active in the firm's efforts to create a more inclusive workplace."

Lisa Giambatista Legal Executive Assistant, New York



Investing in Future Talent

Cleary Gottlieb recognizes that we must invest in the pipeline of future diverse talent to promote diversity and achieve inclusion.

The firm is a longtime participant in, and supporter of, the Sponsors for Educational Opportunity (SEO) Law Fellowship Program, which provides historically underserved students with legal internships and training prior to their first year of law school. Cleary hosts an annual Summer Diversity Reception that celebrates the firm's partnership with the SEO Law Fellowship Program and focuses on the challenges and advances in increasing diversity, equity, and inclusion in the legal profession.

In addition to the SEO program, Cleary has a long-standing relationship with high school success and college access programs, including Legal Outreach, the Posse Foundation, and a decadeslong partnership with the Washington Irving Campus (WIC). The firm's unique and robust partnership with the five public high schools that constitute the WIC includes a mentoring program, a mock trial team, a college access initiative, a book club, professional development workshops, and paid internships for high school students.

In London, Cleary is one of the founding members of City Solicitors Horizons, an initiative that supports young people to access the legal profession through training, mentoring, and work experience. Cleary also works with Aspiring Solicitors and the InterLaw Diversity Forum to support aspiring lawyers from all backgrounds. In 2020, Cleary partnered with our charity partner Toynbee Hall to launch the Champions Project, which provides mentoring and networking opportunities for aspiring lawyers in East London.



We are also a long-standing supporter of the National Literacy Trust, a charity focused on increasing literacy levels among disadvantaged young people. In 2022, Cleary's London office hosted a weeklong virtual internship alongside our client HSBC, introducing a cohort of 30 students to areas of commercial law. Cleary was proud to win the charity's inaugural Collaboration Award in 2022 in recognition of our continued volunteering and fundraising efforts.

These programs drive increased high school graduation rates, college acceptances, and entry into the legal profession, making a profound impact on the communities in which we live and work.



"I believe our success as a global firm is built upon all of the lawyers and administrative professionals who value, respect, and work to develop an inclusive environment. I've seen proof of this as a former member of the Diversity

Committee, as an active affinity group member, and as a member of Cleary's Latin America practice."

Manuel SilvaPartner, New York

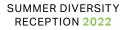












Breon Peace

Breon Peace, appointed by President Joseph Biden, is the 48th U.S. Attorney for the Eastern District of New York. As U.S. Attorney, Mr. Peace leads an office that is responsible for all federal criminal and civil cases in a district comprised of more than 8 million people in the boroughs of Brooklyn, Queens, and Staten Island, and in Nassau and Suffolk counties on Long Island.



SUMMER DIVERSITY RECEPTION 2020

Lynn Nottage

Lynn Nottage is a playwright and a screenwriter. She is the first, and remains the only, woman to have won the Pulitzer Prize for Drama twice. Her plays have been produced widely in the United States and throughout the world.



CITYWIDE DIVERSITY RECEPTION 2019

Tarana Burke

Tarana Burke is Founder and Executive Director of the Me Too organization. She has dedicated more than 25 years of her life to social justice and to a movement that assists survivors of sexual abuse and assault, and those who work to end sexual violence. In 2018, she was named *The Root 100*'s most influential person.



CITYWIDE DIVERSITY RECEPTION 2018

Ta-Nehisi Coates

Ta-Nehisi Coates is the author of the No. 1 New York Times bestseller Between the World and Me and the winner of the National Book Award. His writing combines reportage, historical analysis, and personal narrative to address some of America's most complex and challenging issues pertaining to culture and identity.

Diversity, Equity & Inclusion Team



Laura Shepherd Global Director Diversity, Equity, and Inclusion New York



Robert Ford Manager Diversity, Equity, and Inclusion New York



Troy Riddle Manager Diversity, Equity, and Inclusion Washington, D.C.



Katie Tant
Manager
Diversity, Equity,
and Inclusion EMEA
London



Monica Elms
Diversity, Equity, and
Inclusion Coordinator
Washington, D.C.



Zolanyi Orduz
Administrative Assistant,
Diversity, Equity,
and Inclusion
New York



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



Lenny Vasquez
External Engagement
Manager
Diversity, Equity,
and Inclusion
New York



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.

 $Under the rules of certain jurisdictions, this may constitute Attorney Advertising. Prior results do not guarantee \ a similar outcome.$

Throughout this brochure, "Cleary Gottlieb", "Cleary" and the "firm" refer to Cleary Gottlieb Steen & Hamilton LLP and its affiliated entities in certain jurisdictions, and the term "offices" includes offices of those affiliated entities.