

CLEARY GOTTLIEB

Diversity and inclusion are central to our firm's founding principles and ongoing identity.

Cleary Gottlieb is committed to cultivating an inclusive organizational culture where the values, experiences, and perspectives of our diverse professionals are not only celebrated, but reflected in the way we approach legal practice. Now more than ever, it's imperative that Cleary reaffirms its commitment to maintaining and preserving the firm's values of **equity**, **diversity**, and **inclusion**.

Cleary Gottlieb

Cleary Gottlieb Steen & Hamilton LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

One Liberty Plaza
New York, NY 10006
Phone: 212.225.2000
Fax: 212.225.3999
www.clearygottlieb.com



LOCATIONS

New York, NY; Washington, DC; Abu Dhabi; Beijing; Brussels; Buenos Aires; Cologne; Frankfurt; Hong Kong; London; Milan; Moscow; Paris; Sao Paolo; Seoul

DIVERSITY LEADERSHIP

Head(s) of Firm: Michael A. Gerstenzang, Managing Partner

Diversity team leader(s): Jennifer Kennedy Park, Partner, Chair, Diversity Advisory Committee, New York; Kimberly B. Blacklow, Partner, Chair, Women Lawyers' Advisory Committee; Alexis Collins, Partner, Chair, Committee on Diversity & Inclusion, Washington, D.C.; Shaunna D. Jones - Director of Diversity & Inclusion - U.S.

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	1217	1331
U.S. offices only	647	728

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2019)

	Men	Women
White/Caucasian	164	136
African-American/Black	14	33
Hispanic/Latinx	27	24
Alaska Native/American Indian	0	0
Asian	24	33
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	6
Openly LGBTQ	30	10
Individuals with Disabilities	n/a	n/a
Total	234	232

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	68	12
African-American/Black	1	4
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	6	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	4	1
Individuals with Disabilities	n/a	n/a
Total	77	20

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

OF COUNSEL (2019)

	Men	Women
White/Caucasian	33	32
African-American/Black	2	1
Hispanic/Latinx	3	2
Alaska Native/American Indian	0	0
Asian	2	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	0
Individuals with Disabilities	n/a	n/a
Total	40	41

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	40	45
African-American/Black	3	6
Hispanic/Latinx	4	12
Alaska Native/American Indian	0	0
Asian	10	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	3
Openly LGBTQ	10	4
Individuals with Disabilities	n/a	n/a
Total	60	74

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

NON-EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers. Cleary Gottlieb is a single-tiered partnership.

NEW HIRES (2019)

	Men	Women
White/Caucasian	28	26
African-American/Black	3	7
Hispanic/Latinx	8	4
Alaska Native/American Indian	0	0
Asian	5	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	5	4
Individuals with Disabilities	n/a	n/a
Total	44	47

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

Strategic Plan and Diversity Leadership

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

Internally, Cleary Gottlieb has several forums to demonstrate its importance of diversity and inclusion to its internal and external stakeholders. Firstly, our Diversity Committees, Women Lawyers' Advisory Group, Parenting and Family Life Advisory Committee, and Wellbeing Advisory Committee are all dedicated forums to facilitate discussions related to equity, diversity, and inclusion, and share with relevant constituencies the firm's efforts to advance diversity and inclusion.

Cleary has an intranet with dedicated pages outlining the firm's diversity and gender-equity efforts. In addition, the firm's affinity groups and Women's Working Group have frequent opportunities to meet with firm leadership to share their experiences as diverse and female associates.

Cleary Gottlieb has a robust core curriculum for in-house associate training that delivers the practical knowledge one needs to succeed in a law firm. Topics include project management, negotiating with difficult adversaries, mentoring junior colleagues, and communicating effectively with clients. The firm is in the process of including additional D&I competencies in its mandatory training modules.

Partners and associates receive feedback training with a heightened emphasis on effectively delivering feedback across difference. The training teaches lawyers how to deliver informal, timely feedback via role play exercises.

Externally, Cleary publishes a D&I brochure leveraged for on-campus recruiting. In addition, the firm's external diversity website memorializes the firm's diversity and inclusion initiatives.

Cleary also hosts cultural events, workshops, and guest speakers throughout the year whose presentations enrich and broaden awareness about topics related to diversity and inclusion. These events and programs are publicized through the firm's diversity website and e-mails from the leadership to lawyers, clients, alumni, and professional staff.

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

Michael A. Gerstenzang, Managing Partner; Jennifer Kennedy Park, Partner, Chair, Diversity Advisory Committee, New York; Alexis Collins, Partner, Chair, Committee on Diversity and Inclusion, Washington, D.C.; Kimberly B. Blacklow, Partner, Chair, Women Lawyers' Advisory Committee, New York; Shaunna D. Jones, Director of Diversity & Inclusion — U.S.

Does your law firm currently have a diversity committee?

Yes

If yes, do one or more members of the firm's management/executive committee (or the equivalent) serve on the diversity committee?

Yes

If yes, how many attorneys are on the committee, and in 2019, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 27

Total hours spent on diversity: 4377

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

If yes or partially, please explain.

Yes, the Talent Management and Diversity Committees develop work streams and short-term objectives to advance the Management's long-term diversity objectives of achieving parity between associate and partner ranks in addition to maximizing the experience of diverse and female lawyers at the firm. The firm's diversity goals are as follows:

- A culture in which all our lawyers can thrive, including being confident presenting their authentic selves
- A firm where diverse voices are heard, understood, respected and empowered
- A firm that is as diverse at every level as the talent coming out of law schools

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

Formal

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

Quarterly

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

Cleary Gottlieb's commitment to diversity and inclusion (D&I) is measured both quantitatively and qualitatively. Quantitative measurements include a review of relevant industry benchmarks such as industry surveys and reports, and the number and quality of diversity programming and client recognition. In addition, the firm tracks metrics relevant to experience and professional development of all attorneys. Qualitatively, the firm collects and monitors the progress of minority attorneys and women, solicits feedback regarding inclusion efforts and proactively evaluates D&I strategies, among others.

Several mechanisms are in place to ensure accountability of the firm's D&I efforts including regular reports to the firm's Managing Partner, the Executive Committee and relevant partners. The firm also engages in frequent evaluation against best practices within and outside of the law firm arena.



Cleary Gottlieb Steen & Hamilton LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

Broadly, the firm engages stakeholders to expand the impact of our diversity programming, hire, retain and promote diverse classes of lawyers, collaborate with external organizations that focus on diversity matters, and provide training to lawyers and administrative staff to promote cross-cultural and D&I awareness.

Cleary Gottlieb believes that diversity and inclusion is a continuous process that is constantly evolving at our firm. The focus continues to center around the development and advancement of women and diverse lawyers.

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Undertake communication from firm management that diversity is a top priority of the firm
X	X		Formalize diversity plan and committee with action steps and accountability to management
X	X		Conduct firmwide mandatory diversity training for all attorneys and staff annually
X	X		Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X	X		Focus on strengthening firm's mentoring program
X	X		Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
X	X		Support law firm's internal affinity networks
X	X		Hire a director of diversity or other full-time professional to implement the firm's diversity program
X	X		Coordinate or work with clients on diversity issues
X	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of minority attorneys at the associate level
X	X		Increase the number of minority attorneys at the partnership level
X	X		Increase the number of minority attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for minority attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Institute a formal part-time policy that addresses partnership prospects
X	X		Increase the number of women at the associate level
X	X		Increase the number of women at the partnership level
X	X		Increase the number of women in leadership positions
X	X		Focus on strengthening firm's mentoring program for women
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
X	X		Provide accommodations specific to mothers (e.g., lactation rooms)
		X	Implement policies to address gender pay equity



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY LGBTQ ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Offer same-sex domestic partners the same benefits available to married individuals
X	X		Increase the number of LGBTQ attorneys at the associate level
X	X		Increase the number of LGBTQ attorneys at the partnership level
X	X		Increase the number of LGBTQ attorneys in leadership positions
X	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X	X		Ensure that EEO and non-discrimination policies specifically address gender identity
X	X		Provide accommodations for LGBTQ attorneys (e.g. bathroom facilities)

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
X	X		Increase the number of attorneys with disabilities at the associate level
X	X		Increase the number of attorneys with disabilities at the partnership level
X	X		Increase the number of attorneys with disabilities in leadership positions
X	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
X	X		Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



Cleary Gottlieb Steen & Hamilton LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

X	X		Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
X	X		Implement accommodations for current and future attorneys with disabilities (e.g., access, technology, etc.)



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- ✓ *Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- ✓ *Fund scholarships for minority high school or college students*
- ✓ *Mentor minority high school or college students*
- ✓ *Participate in or host mock trial programs or career events*
- ✓ *Provide internships or employment to minority high school or college students*
- ✓ *Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

In 1991, Cleary initiated a partnership with Washington Irving High School to assist in improving the New York City public school system. The Washington Irving campus has undergone significant changes since the beginning of the partnership by evolving from one school to multiple independent public high schools sharing the same building. The partnership continues today with these schools and allows the firm to participate in community service in an area where there is dramatic need. The partnership activities include mentoring students on a one-on-one basis, providing college admissions coaching, offering SAT preparation classes, a weekly book club, an internship program and a Mock Trial team. The firm also sponsors annual events, including an art showcase, a professional skills workshop, and a volunteer service day.

Legal Outreach, a nonprofit organization, prepares junior high and high school students from underserved communities in New York City to compete at high academic levels. In 2019, more than 95 Cleary volunteers, including partners, counsel, senior attorneys, associates, summer associates, and paralegals, hosted high school students for a week-long mock transactional and litigation exercise. Participants visited the stock market and federal judicial chambers, and completed mock legal briefs and oral arguments.



Recruitment - New Associates

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

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

Other private law schools: Boston College, Boston University, Brooklyn, Cardozo, Chicago, Duke, Fordham, George Washington, Georgetown, McGill, New York Law School, NYU, Northwestern, Notre Dame, Stanford, Tulane, Washington University, Washington and Lee, USC Gould, Vanderbilt

Public state law schools: Michigan, Ohio State, Texas, William and Mary, UC Berkeley, UCLA, Virginia

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

Diversity job fairs: NEBSA Job Fair, Lavender Law Career Fair

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

Do you have any programs specifically targeted at first-year students?

Yes. We offer a 1L Diversity Fellowship Program in our New York and Washington offices. The program is for law students from historically marginalized groups who have demonstrated high academic achievement, leadership ability, excellent writing and interpersonal skills-and, of course, a sincere interest in Cleary.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	40	45
African-American/Black	2	6
Hispanic/Latinx	3	11
Alaska Native/American Indian	0	0
Asian	10	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	2
Openly LGBTQ	10	4
Individuals with Disabilities	n/a	n/a
Total	58	72

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	30	36
African-American/Black	1	3
Hispanic/Latinx	2	9
Alaska Native/American Indian	0	0
Asian	7	9
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	2
Openly LGBTQ	6	4
Individuals with Disabilities	n/a	n/a
Total	43	59

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	39	45
African-American/Black	2	6
Hispanic/Latinx	3	11
Alaska Native/American Indian	0	0
Asian	10	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	2
Openly LGBTQ	10	4
Individuals with Disabilities	n/a	n/a
Total	57	72

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

NEITHER ACCEPTED NOR DECLINED (2019)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

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

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	9	7
African-American/Black	0	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	10	9

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	1	1
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	1

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	0	0

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

NEW PARTNERS PROMOTED* (2019)

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

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

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

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

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, LGBTQ or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Firm is Mansfield Rule certified
- If the firm is not Mansfield Rule certified, does it plan to be certified?
- Other (please specify)

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Yes

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

No



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	5	5
African-American/Black	0	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	5	8

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	6	6
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	2
Individuals with Disabilities	n/a	n/a
Total	7	8

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	7	3
African-American/Black	0	1
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	0	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	7	14

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	9	7
African-American/Black	3	1
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	1
Asian	0	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	2
Individuals with Disabilities	n/a	n/a
Total	12	15

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	8	4
African-American/Black	0	1
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	4	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	13	8

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	3
African-American/Black	1	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	6	5

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	4	8
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	4	11

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

8TH-YEAR PLUS ASSOCIATES

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

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

OF COUNSEL

	Men	Women
White/Caucasian	5	0
African-American/Black	0	0
Hispanic/Latinx	1	1
Alaska Native/American Indian	0	0
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	8	2

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

EQUITY PARTNERS

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	5	2

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, LGBTQ attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Implement procedures to ensure gender pay equity
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of minority men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly minority attorneys (for whom research indicates a greater inclusion problem), are not being excluded
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

N/A

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

[No response]



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	9	7	16	466
Of counsel	2	1	3	81
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	0	0	97

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	6	2
African-American/Black	1	0
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	9	2

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

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

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latinx	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly LGBTQ	n/a	n/a
Individuals with Disabilities	n/a	n/a
Total	n/a	n/a

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers. Cleary Gottlieb does not have a partner review committee due to our seniority-based lockstep compensation system for our lawyers and rotation system of the firm's committee leadership and members.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	11	7
African-American/Black	0	2
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	3	1
Individuals with Disabilities	n/a	n/a
Total	12	10

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	3	2
African-American/Black	2	4
Hispanic/Latinx	2	1
Alaska Native/American Indian	0	0
Asian	4	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	2	1
Individuals with Disabilities	n/a	n/a
Total	11	15

Cleary Gottlieb supports a diverse and inclusive environment and makes adjustments to accommodate the firm's disabled lawyers and staff. Please note, however, the firm does not track statistics as to the number of disabled lawyers.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2019)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	n/a	n/a	32
Number of such positions held by:			
Minorities	n/a	n/a	5
Women	n/a	n/a	11
LGBTQ attorneys	n/a	n/a	3
Individuals with Disabilities	n/a	n/a	n/a

Cleary Gottlieb does not have traditional positions that lead offices, firm-wide practice groups, or local practice groups due to our committee-based leadership model and rotation system of the firm's committee leadership and members.

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States? 16

Minorities heading offices: [No response]

Women heading offices: [No response]

LGBTQ attorneys heading offices: [No response]

Individuals with Disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Though the firm does not have formal departments with formal heads, several attorneys can be highlighted: Kimberly B. Blacklow, Real Estate; Kenneth S. Blazejewski, Private Funds; Alexis Collins, Litigation; Victor Hou, Litigation; Cunzhen Huang, Antitrust; Jorge U. Juantorena, Latin America; Sung K. Kang, Capital Markets; Chantal E. Kordula, Latin America; Shirley Lo, Debt Finance; David C. Lopez, Capital Markets; Abena Mainoo, Litigation; Rahul Mukhi, Litigation; Francesca Odell, Latin America; Breon S. Peace, Litigation; Katherine Reaves, Debt Finance; Paul J. Shim, Mergers and Acquisitions; Manuel Silva, Latin America; Kimberly Spoerri, Mergers & Acquisitions; Elizabeth Vicens, Litigation; Rishi N. Zutshi, Litigation

Women heading practices: Though the firm does not have formal departments with formal heads, several attorneys can be highlighted: Mary E. Alcock, ERISA; Lina Bensman, Litigation; Robin M. Bergen, Corporate; Kimberly B. Blacklow, Real Estate; Leah Brannon, Litigation; Elana S. Bronson, Private Clients; Penelope L. Christophorou, Corporate; Alexis Collins, Litigation; Kathleen Emberger, ERISA; Elaine H. Ewing, Antitrust; Sandra L. Flow, Capital Markets; Helena Grannis, Capital Markets; Caroline F. Hayday, ERISA; Cunzhen Huang, Antitrust; Heidi H. Ilgenfritz, Trusts and Estates; Judith Kassel, Trusts and Estates; Chantal Kordula, Latin America; Elizabeth Lenas, Private Funds; Shirley Lo, Debt Finance; Abena Mainoo, Litigation; Francesca Odell, Latin America; Louise M. Parent, Capital Markets; Jennifer Kennedy Park, Litigation; Margaret E. Peponis, Debt Finance; Katherine Reaves, Debt Finance; Sandra M. Rocks, Corporate; Lisa M. Schweitzer, Bankruptcy & Restructuring; Amy R. Shapiro, Debt Finance; Kimberly Spoerri, Mergers & Acquisitions; Jane VanLare, Bankruptcy & Restructuring; Elizabeth Vicens, Litigation; Diana L. Wollman, Tax

LGBTQ attorneys heading practices: Though the firm does not have formal departments with formal heads, several attorneys can be highlighted: Luke A. Barefoot, Bankruptcy and Restructuring; Robin M. Bergen, Corporate; Carmine Boccuzzi Jr., Litigation; Meyer H. Fedida, Tax; Corey M. Goodman, Tax; John V. Harrison, Real Estate

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Kimberly B. Blacklow, Women Lawyers' Advisory Committee, New York (15 attorneys), Chair; Talent Management Committee, New York (19 attorneys), Vice Chair; Alexis Collins, Committee on Diversity and Inclusion (10 attorneys), Washington D.C., Chair; Abena Mainoo, New York Summer Program Supervisor (4 attorneys), Co-Chair

Women heading committees: Kimberly B. Blacklow, Women Lawyers' Advisory Committee, New York (15 attorneys), Chair; Talent Management Committee, New York (19 attorneys), Vice Chair; Alexis Collins, Committee on Diversity and Inclusion (10 attorneys), Washington D.C., Chair; Elaine Ewing, Recruiting Committee, Washington D.C., (18 attorneys), Chair; Elizabeth Lenas, Talent Management Committee, New York (19 attorneys), Co-Chair; Abena Mainoo, New York Summer Program Supervisor (4 attorneys), Co-Chair; Jennifer Kennedy Park, Diversity Advisory Committee, New York (18 attorneys), Chair

LGBTQ attorneys heading committees: Carmine Boccuzzi Jr., Talent Management Committee, New York (19 attorneys), Chair

Individuals with Disabilities heading committees: [No response]



The Firm Says

Cleary Gottlieb is committed to cultivating an inclusive organizational culture, where the values, experiences and perspectives of our diverse professionals are not only celebrated, but reflected in the way we approach legal practice. Cleary talent management and diversity committees strategically identify ways to foster community within the firm among diverse lawyers and to increase communication between Cleary's leadership and the firm's diverse lawyers. This includes attorney development initiatives, curriculum training, speaker series, affinity group activities, mentoring programs and community building programs.

Cleary recently launched our Talent 2020 initiative with the goal of addressing the retention and promotion of our diverse talent. Talent 2020 will enable the firm to incorporate and enhance equity and inclusion within the four main areas of our talent development life cycle: recruiting, associate engagement and experience, lawyer development, and leadership development. By the end of 2020, we intend to have assessed and enhanced the hiring process to maximize the diversity of incoming classes, created a homogenous experience for all associates, enhanced the mechanism for monitoring associates' professional development and enhanced inclusiveness in the talent development processes, and equipped our lawyers with the ability to build and manage relationships across difference. Talent 2020 will also allow us to create a more agile and developmentally focused system and improve utilization to create a more balanced distribution of work among all associates.

INTERNAL NETWORKS

Cleary Gottlieb believes that fostering interactions among lawyers with similar affinities, as well as those with diverse experiences and perspectives, makes the firm a more welcoming and supportive institution, and one that is better positioned to serve our clients. Cleary currently supports a Women's Working Group and five affinity groups that help to create an environment of inclusion where all attorneys have the opportunity to thrive in the larger firm community.

Women's Working Group (WWG)

The Women's Working Group (WWG) is a resource group for female associates in all practice areas and at all levels of seniority at Cleary Gottlieb. The WWG collaborates with the Diversity Committees and Women Lawyers' Advisory Committee, as well as other internal committees, to advance women's initiatives at Cleary. The goals of the WWG are threefold: 1) to foster a sense of community and maintain a support and social network for female lawyers at the firm; 2) to organize activities and discussions in areas and on topics of interest to female lawyers and 3) to serve as a vehicle for female lawyers to share thoughts and concerns on a wide range of topics impacting their professional development.

Affinity Groups

Cleary's affinity groups are comprised of lawyers from varying practice areas and levels of seniority. Any lawyer may become a member of one or more groups based on affinity or individual interest. Senior members of the diversity committees are charged with providing support, guidance, and expertise to the affinity groups. To facilitate direct communication, each affinity group also has associate representatives on the Diversity Committee who serve as liaisons between the Committee and their respective affinity groups. Affinity groups conduct continuing legal education programs, participate in recruiting efforts, organize social activities, and raise awareness about topics relevant to the members of the group. These programs and activities support our retention initiatives and complement the firm's efforts to foster a culture of inclusion.

The firm supports the following five affinity groups for Cleary Gottlieb lawyers: Black Affinity Group; East Asian Affinity Group; Latinx Affinity Group; LGBT Affinity Group; South East Asian — South Asian — Middle Eastern Affinity Group; and a Diverse Associate Group in our Washington D.C. Office

STRATEGIC PARTNERSHIPS

Cleary Gottlieb further demonstrates its commitment to D&I by continually expanding the firm's engagement and partnership with leading stakeholders inside and outside the legal industry. The firm looks to strategic partnerships with diversity organizations as a valuable source for helping to develop and retain our diverse talent. Significant partnerships include:

American Civil Liberties Union (ACLU), Asian American Bar Association of New York (AABANY), Asian American Legal Defense and Education Fund (AALDEF), Association of Black Women Attorneys (ABWA), Association of Law Firm Diversity Professionals (ALFDP), Council of Urban Professionals (CUP), DirectWomen, Federal Bar Council, Hispanic National Bar Association (HNBA), Korean American Lawyers Association of Greater New York (KALAGNY), Lambda Legal, LatinoJustice PRLDEF, Lawyers for Empowerment and the Advancement of Diversity (LEAD), Leadership Council on Legal Diversity (LCLD), LGBT Bar Association of Greater New York (LeGaL), Legal Outreach, Inc., Metropolitan Black Bar Association (MBBA), National Association of Law Placement (NALP), New York City Bar Association, New York Civil Liberties Union Foundation (NYCLU), Out in Law and Sponsors for Educational Opportunity (SEO)

