

Clifford Chance US LLP

2020 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Abu Dhabi, Amsterdam, Barcelona, Beijing, Brussels, Bucharest, Casablanca, Dubai, Düsseldorf, Frankfurt, Hong Kong, Istanbul, London, Luxembourg, Madrid, Milan, Moscow, Munich, Newcastle, New York, Paris, Perth, Prague, Rome, São Paulo, Seoul, Shanghai, Singapore, Sydney, Tokyo, Warsaw, Washington, DC

DIVERSITY LEADERSHIP

Head(s) of Firm: Evan Cohen, Regional Managing Partner Americas

Diversity team leader(s): Zarrar Sehgal, Partner, Chair of Diversity Committee; Practice Area Leader for Banking & Finance, Americas; Tiernan Brady, Global Director of Inclusion

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2019
Worldwide	2594	2552
U.S. offices only	291	297

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

ASSOCIATES (2019)

	Men	Women
White/Caucasian	57	49
African-American/Black	2	4
Hispanic/Latinx	16	8
Alaska Native/American Indian	0	0
Asian	13	23
Native Hawaiian/Pacific Islander	0	0
Multiracial	3	6
Openly LGBTQ	3	1
Individuals with Disabilities	n/a	n/a
Total	95	92

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

EQUITY PARTNERS (2019)

	Men	Women
White/Caucasian	53	13
African-American/Black	0	0
Hispanic/Latinx	5	0
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	66	13

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

OF COUNSEL (2019)

	Men	Women
White/Caucasian	17	7
African-American/Black	0	0
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	18	9

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	8
African-American/Black	0	1
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	0	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	8	14

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

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

NEW HIRES (2019)

	Men	Women
White/Caucasian	17	17
African-American/Black	1	1
Hispanic/Latinx	6	2
Alaska Native/American Indian	0	0
Asian	5	5
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	2
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	29	27

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

Strategic Plan and Diversity Leadership

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

Firstly, through our actions. Based on the most recent American Lawyer Diversity Scorecard issued on May 26, 2020, had Clifford Chance's US firm of approximately 300 lawyers been eligible to be included in the report, we would have had the second highest percentage of Hispanic lawyers and third highest percentage of Asian-American lawyers in the United States among Am Law 200 and NLJ 250 firms. For overall ethnic diversity we would have ranked 14th among those 250 firms and No. 6 among the larger firms.

We have also taken strong positions in support of gender diversity, publishing "Advice to My Younger Self: Reflections of Successful Women Lawyers," which has now been viewed nearly 30,000 times online, and taken lead sponsorship roles in numerous conferences and meetings for women lawyers. We also communicate the importance of diversity from the top, with numerous leadership communications from the Regional Managing Partner, Chair of the Diversity Committee, and Global Director of Inclusion, including emails and quarterly meetings with attorneys and business professionals; internal newsletters; training programs; events; community volunteering; and charitable giving.

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

Zarrar Sehgal, Diversity Committee Chair and Practice Area Leader for Banking & Finance, Americas; Tiernan Brady, Global Director of Inclusion

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: 24

Total hours spent on diversity: [No response]

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

Yes

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 (Mansfield)

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?

Through review of our progress against benchmarks set by the Mansfield Rule, which we have achieved since its inception.

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			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide mandatory diversity training for all attorneys and staff annually
X			Implement bias interrupters with respect to hiring/assignments/evaluations/compensation reviews/promotions/ etc.
X			Focus on strengthening firm's mentoring program
	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			Support law firm's internal affinity networks
X			Hire a director of diversity or other full-time professional to implement the firm's diversity program
X			Coordinate or work with clients on diversity issues
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		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
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		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
X			Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters
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	Offer same-sex domestic partners the same benefits available to married individuals
	X		Increase the number of LGBTQ attorneys at the associate level
	X		Increase the number of LGBTQ attorneys at the partnership level
	X		Increase the number of LGBTQ attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for LGBTQ attorneys
X			Manage/monitor allocation of work assignments and/or hours billed to ensure LGBTQ attorneys have equal access/inclusion on top client matters
X			Ensure that EEO and non-discrimination policies specifically address gender identity
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		Increase the number of attorneys with disabilities at the associate level
	X		Increase the number of attorneys with disabilities at the partnership level
	X		Increase the number of attorneys with disabilities in leadership positions
	X		Focus on strengthening firm's mentoring program for attorneys with disabilities
X			Manage/monitor allocation of work assignments and/or hours billed to ensure attorneys with disabilities have equal access/inclusion on top client matters



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X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities
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.

We participate in a mentoring program with Student Sponsor Partners in which we offer one-on-one mentoring to New York high school students. Through our partnership with Legal Outreach, we host high school students for one week in our NY office and offer the students the chance to meet and shadow our attorneys. We regularly participate in Minority Round-table discussions and programs and extend invitations to targeted student groups at local area law schools to Firm events and diversity receptions. In addition, we participate in the SEO (Sponsors for Educational Opportunity) Scholars Program, sponsoring a student in our summer program before their 1L year as well as the DAPP (Diverse Attorney Pipeline Program) by offering a 1L summer position to a woman of color. We also participate in the Law Preview Sponsorship program, sponsoring students from Fordham, Georgetown, Michigan and St. John's to attend a one week prep course prior to attending law school. Through relationships with several non-profit arts related organizations, we also host exhibitions of student work.



Recruitment - New Associates

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

Ivy League law schools: Columbia, Cornell, Harvard and Penn

Other private law schools: American, Brooklyn, Duke, Fordham, Georgetown, George Washington University, New York University & St. John's

Public state law schools: University of Michigan and University of Virginia

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

Diversity job fairs: LeGal

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?

Clifford Chance participates in the Diverse Attorney Pipeline Program and hires a first-year, woman of color law student for the summer.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2019)

	Men	Women
White/Caucasian	6	8
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	7	13

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

OFFERS ACCEPTED* (2019)

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

	Men	Women
White/Caucasian	6	8
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	7	13

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

OFFERS MADE* (2019)

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

	Men	Women
White/Caucasian	6	8
African-American/Black	0	1
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	7	13

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

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	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	7	13

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2019)

	Men	Women
White/Caucasian	12	8
African-American/Black	1	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	0	0
Individuals with Disabilities	n/a	n/a
Total	16	10

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

LATERAL OF COUNSEL HIRES (2019)

	Men	Women
White/Caucasian	2	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	2	0

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

LATERAL PARTNER HIRES* (2019)

* Both equity and non-equity

	Men	Women
White/Caucasian	2	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	2	2

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

NEW PARTNERS PROMOTED* (2019)

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

	Men	Women
White/Caucasian	0	2
African-American/Black	0	0
Hispanic/Latinx	1	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	2

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

NEW EQUITY PARTNERS* (2019)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	2	4
African-American/Black	0	0
Hispanic/Latinx	1	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

Total numbers may not reflect the data above as some attorneys chose not to self-identify.

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 response]



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

1ST-YEAR ASSOCIATES

	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

2ND-YEAR ASSOCIATES

	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

3RD-YEAR ASSOCIATES

	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

4TH-YEAR ASSOCIATES

	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

5TH-YEAR ASSOCIATES

	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

6TH-YEAR ASSOCIATES

	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

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2019

7TH-YEAR ASSOCIATES

	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

8TH-YEAR PLUS ASSOCIATES

	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

OF COUNSEL

	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

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

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

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?

None

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

1



Retention and Professional Development

PART-TIME ATTORNEYS (2019)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	10	10	187
Of counsel	1	3	4	27
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	1	0	1	79



Management Demographic Profile

FIRMWIDE COMMITTEES 2019

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management 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

HIRING COMMITTEE*

* Attorneys on Hiring 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

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

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate 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

ATTORNEYS ON THE DIVERSITY 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

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	n/a
Number of such positions held by:			
Minorities	n/a	n/a	n/a
Women	n/a	n/a	n/a
LGBTQ attorneys	n/a	n/a	n/a
Individuals with Disabilities	n/a	n/a	n/a

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? 2

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: Zarrar Sehgal, Head of US Banking & Finance (62) and US Asset Finance (13); Anand Saha, Co-Head of US Tech

Women heading practices: Lori Ann Bean, Co-Head of US Project Finance (15); Jennifer DeMarco, Head of Financial Restructuring (10); Megan Gordon, Co-Head of US Data Privacy (34) and Co-Head of US TechCatherine McCarthy, Co-Head of US Project Finance (15); Sharis Pozen, Global Co-Head of Global Antitrust (123); Kathleen Werner, Co-Head of US Capital Markets (45)

LGBTQ attorneys heading practices: [No response]

Individuals with Disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Zarrar Sehgal, Diversity Committee; Christine Kim, Asian and Pacific Islanders Subcommittee; Ken Lee, Asian and Pacific Islanders Subcommittee; Anand Saha, Asian and Pacific Islanders Subcommittee; Thais Garcia, Black & Latino Subcommittee; Hugo Triaca, Black & Latino Subcommittee; Alejandro Espitia, Black & Latino Subcommittee; Liz Wangu, Black & Latino Subcommittee

Women heading committees: Jennifer DeMarco, Emily DiStefano, Sarah Jones, Kathleen Werner & Rita Stephanz - Women's Committee; Sarah Jones, Working Parent Lawyers Group

LGBTQ attorneys heading committees: [No response]

Individuals with Disabilities heading committees: [No response]



The Firm Says

At Clifford Chance, we are committed to enhancing diversity at the Firm and to fostering a supportive work environment in which all employees - regardless of racial or ethnic background, sexual orientation or gender - can develop to their fullest potential and contribute their best work to the success of the Firm and its clients. The Firm's success is built on the unique skills, perspectives, experience and values of our lawyers and staff. It is the Firm's policy to provide equal opportunity and equal terms and conditions of employment to all employees and applicants for employment without discrimination on the basis of race, religion, color, national origin, sex, age, marital status, sexual orientation, gender identity or expression, citizenship status, immigration status, pregnancy, disability, veteran status, genetic predisposition, or any other status protected by law. As a global law firm, Clifford Chance is comprised of individuals representing a significant portion on the world's cultures, races, religions and nationalities. Recognition of, and respect for, diversity are at the core of our identity. In the US, our Diversity Committee, chaired by Partner, Zarrar Sehgal, and a number of employee resource groups work alongside firm management to ensure support for the advancement of our lawyers and other legal staff and for increasing diversity within the Firm's partnership as well as the Firm's other legal and non-legal personnel. The Firm has included a commitment to diversity as one of the criteria by which all our people are evaluated. Each person is expected to be committed to supporting the Firm's diversity efforts and ensuring a supportive work environment. In addition, we sponsor a number of diversity awareness events throughout the year, including a rotating modern art exhibition focusing on diverse populations and celebrating various heritage and pride months and forums on current African American, Asian-Pacific, and Latino, LGBTQ and Women's diversity issues.

