



**Clifford Chance is proud to join Vault and the Minority Corporate Counsel Association in underwriting the Vault/MCCA Guide to Law Firm Diversity Programs.**

With 29 offices in 21 countries, Clifford Chance is international in outlook and appreciative of cultural diversity, offering full service advice to clients in key financial and regulatory centres in Europe and the Middle East, the Americas and Asia.

Our community represents a significant portion of the world's cultures, races, religions and nationalities, and is the foundation for producing a supportive work environment so each person can develop to their fullest potential. It guides our efforts to recruit and retain the best lawyers.

At Clifford Chance, having a diverse workforce isn't just a good idea - it's the only way we do business.

For more information about joining us, visit [www.cliffordchance.com/usrecruiting](http://www.cliffordchance.com/usrecruiting).

\*plus a co-operation agreement with Al-Jadaan & Partners Law Firm

**C L I F F O R D  
C H A N C E**

[www.cliffordchance.com](http://www.cliffordchance.com)

# Clifford Chance US LLP

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New York, NY 10019  
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## **Locations**

28 offices in 20 countries

## **Diversity Leadership**

**Head(s) of Firm:** Craig S. Medwick, Regional Managing Partner

**Diversity team leader(s):** Sarah Jones, Partner

## **Number of Attorneys as of July 2009**

**Firmwide:** 2703

**U.S. offices only:** 252

## Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

### ASSOCIATES (2008)

	Men	Women
White/Caucasian	75	76
African-American/Black	4	12
Hispanic/Latino	4	7
Alaska Native/American Indian	0	0
Asian	13	23
Native Hawaiian/Pacific Islander	1	3
Multiracial	3	5
Openly GLBT	7	2
Attorneys with disabilities	0	1
<b>Total</b>	<b>109</b>	<b>136</b>

### SUMMER ASSOCIATES (2008)

	Men	Women
White/Caucasian	14	17
African-American/Black	2	0
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	3	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>21</b>	<b>37</b>

### EQUITY PARTNERS (2008)

	Men	Women
White/Caucasian	65	8
African-American/Black	0	0
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>73</b>	<b>9</b>

### NON-EQUITY PARTNERS (2008)

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### OF COUNSEL (2008)

	Men	Women
White/Caucasian	19	8
African-American/Black	0	0
Hispanic/Latino	2	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	1	0
Attorneys with disabilities	1	0
<b>Total</b>	<b>22</b>	<b>8</b>

### NEW HIRES (2008)

	Men	Women
White/Caucasian	8	14
African-American/Black	0	4
Hispanic/Latino	3	1
Alaska Native/American Indian	0	0
Asian	2	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	3
Openly GLBT	1	1
Attorneys with disabilities	0	0
<b>Total</b>	<b>16</b>	<b>27</b>

## Strategic Plan and Diversity Leadership

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

E-mails, meetings, e-learning classes, and training sessions.

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

Sarah Jones, Partner & Chair of the Diversity Committee

**Does your law firm currently have a diversity committee?**

Yes

**If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?**

Yes

**If yes, how many attorneys are on the committee, and in 2008, 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:* 15

*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

**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?**

[No response]

**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 diversity training for all attorneys and staff
	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	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		Increase the number of minority attorneys at the partnership level
X	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

## Law Firm Diversity Initiatives

### INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X	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			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

## Law Firm Diversity Initiatives

### INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Offer same-sex domestic partners the same benefits available to married individuals
X	X		Increase the number of GLBT attorneys at the associate level
X	X		Increase the number of GLBT attorneys at the partnership level
X	X		Increase the number of GLBT attorneys in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address gender identity

# Law Firm Diversity Initiatives

## INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
			Increase the number of attorneys with disabilities at the associate level
			Increase the number of attorneys with disabilities at the partnership level
			Increase the number of attorneys with disabilities in leadership positions
			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities

## Pipeline Initiatives

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**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:* Yes
- *Fund scholarships for minority high school or college students:* Yes
- *Mentor high school or college students:* Yes
- *Participate in or host mock trial programs or career events:* Yes
- *Provide internships or employment to minority high school or college students:* Yes
- *Outreach to middle school students:* No

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

We continue our long-standing affiliation with the Thurgood Marshall Academy in Washington, DC, established by local lawyers and law students to provide children attending under-served public high schools with a first-class education. Our attorneys volunteer as tutors and mentors to these students.

## Recruitment - New Associates

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

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

*Other private schools:* American University, Boston College, Boston University, Brooklyn Law School, Brigham Young University, Benjamin N. Cardozo School of Law (Yeshiva University), Catholic University, University of Chicago, Duke University, Fordham University, Georgetown University, George Washington University, Hofstra University, New York University, Northwestern University, St. John's University, Seton Hall University, Stanford University, Tulane University, Villanova University, Washington University-St. Louis

*Public state schools:* Berkeley Law (Boalt), University of Michigan, University of Texas, University of Virginia, McGill University (Canada), University of Toronto (Canada)

*Historically Black Colleges and Universities (HBCUs):* Howard University

*Diversity job fairs:* Vault Legal Diversity Career Fair, Lavender Law

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

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

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

- I. Clifford Chance Scholars Program supports the professional development of first-year law students from less privileged backgrounds. Our Summer Program, both in New York and Washington, DC, is open to a select group of first-year law students. Preference is given to those who meet the Clifford Chance Scholars Program selection criteria: (i) each is the first in his or her immediate family (excluding siblings) to pursue a graduate degree; (ii) each comes from a household of demonstrated financial hardship; (iii) each ranked in the top 50% of his or her college class and has demonstrated a potential for success in the legal profession; and (iv) each is a member of one or more groups underrepresented because of race or class in the practice of law.
- II. Clifford Chance is the first law firm to partner with NYU Law School on its ground-breaking An-Bryce Program.

## Recruitment - New Associates

### ALL 2L SUMMER ASSOCIATES (2008)

	Men	Women
White/Caucasian	14	16
African-American/Black	1	0
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	3	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>19</b>	<b>34</b>

### OFFERS MADE\* (2008)

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

	Men	Women
White/Caucasian	14	17
African-American/Black	2	0
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	3	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>21</b>	<b>37</b>

### OFFERS ACCEPTED\* (2008)

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

	Men	Women
White/Caucasian	13	15
African-American/Black	1	0
Hispanic/Latino	0	2
Alaska Native/American Indian	0	0
Asian	2	14
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>17</b>	<b>32</b>

### NEITHER ACCEPTED NOR DECLINED\* (2008)

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

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

## Recruitment - Lateral Associates and Partners

### LATERAL ASSOCIATE HIRES (2008)

	Men	Women
White/Caucasian	2	2
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	0	0
Asian	0	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>5</b>	<b>7</b>

### LATERAL OF COUNSEL HIRES (2008)

	Men	Women
White/Caucasian	0	0
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>1</b>	<b>0</b>

### LATERAL PARTNER HIRES (2008)

\*Both equity and non-equity

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>2</b>	<b>0</b>

### NEW PARTNERS PROMOTED (2008)

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

	Men	Women
White/Caucasian	4	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	0	0
Attorneys with disabilities	0	0
<b>Total</b>	<b>4</b>	<b>0</b>

### NEW EQUITY PARTNERS\* (2008)

\*Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## Recruitment - Lateral Associates and Partners

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### What activities does the firm undertake to attract diverse attorneys?

- *Partner programs with women, minority, gay/lesbian or disability-focused bar associations:* Yes
- *Attend events at diversity legal organizations:* Yes
- *Participate at diversity job fairs:* Yes
- *Seek referrals from other attorneys:* Yes
- *Utilize online job services (e.g., MCCA Job Bank):* Yes
- *Hire recruiting professional who specializes in identifying diverse candidates:* Yes

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

[No response]

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

n/a

### 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:

Not applicable

## Retention and Professional Development

### ATTORNEYS WHO LEFT THE FIRM IN 2008

#### 1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### 2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### 3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### 4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### 5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### 6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## Retention and Professional Development

### ATTORNEYS WHO LEFT THE FIRM IN 2008

#### 7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### 8TH-YEAR-PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### OF COUNSEL

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

#### EQUITY PARTNERS

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## Retention and Professional Development

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**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, gay/lesbian attorneys, or attorneys with disabilities or physical challenges):* Yes
- *Increase/review compensation relative to competition:* Yes
- *Increase/improve current work/life programs:* Yes
- *Adopt dispute resolution process:* Yes
- *Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership:* Yes
- *Work with diverse attorneys to develop career advancement plans:* Yes
- *Introduce diverse attorneys to key clients, including to lead engagements:* Yes
- *Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly non-white attorneys (i.e., minority attorneys, for whom research indicates a greater inclusion problem), are not being excluded:* Yes
- *Strengthen mentoring program for all attorneys:* Yes
- *Professional skills development program for all attorneys:* Yes
- *Provide a gender-neutral parental leave policy that covers adoptions:* No

**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?**

[No response]

**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 (2008)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	7	7	253
Of counsel	3	4	7	32
Non-equity partner	0	0	0	n/a
Equity partner	1	0	1	83

# Management Demographic Profile

## FIRMWIDE COMMITTEES 2008

### 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/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### HIRING COMMITTEE\*

\*Attorneys on the Hiring Committee or equivalent

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### 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/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### 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/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

### ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	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 GLBT	n/a	n/a
Attorneys with disabilities	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>

## Management Demographic Profile

### OTHER LEADERSHIP ROLES 2008

Leadership positions (2008)	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
GLBT attorneys	n/a	n/a	n/a
Attorneys with disabilities	n/a	n/a	n/a

## Management Demographic Profile

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Please provide information regarding all diverse attorneys who currently (as of July 2009) 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]

GLBT attorneys heading offices: [No response]

Attorneys with disabilities heading offices: [No response]

### PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

GLBT attorneys heading practices: [No response]

Attorneys with disabilities heading practices: [No response]

### COMMITTEE LEADERS

Minorities heading committees: [No response]

Women heading committees: [No response]

GLBT attorneys heading committees: [No response]

Attorneys with disabilities heading committees: [No response]

## The Firm Says

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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.

As a global law firm, Clifford Chance is comprised of individuals representing a significant portion of the world's cultures, races, religions, and nationalities. Recognition of, and respect for, diversity are at the core of our identity.

In the U.S., our Diversity Committee and a number of subcommittees focused on minorities, women, and Work Lifecycle issues, work alongside firm management to ensure support for the advancement of every lawyer and for increasing diversity within the firm's partnership.