

CLEARY GOTTLIB

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

Our diverse lawyers, who are men and women of different ethnicities, cultural backgrounds, sexual orientations, and religious beliefs, make us a better firm and help us better serve all of our clients.

Cleary Gottlieb

Cleary Gottlieb Steen & Hamilton LLP

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

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

DIVERSITY LEADERSHIP

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

Diversity team leader(s): Sandra L. Flow, Partner (New York, NY), Chair, Committee on Diversity and Inclusion. Katherine Mooney Carroll, Partner (Washington, DC), Chair, Committee on Diversity and Inclusion. Kimberly Brown Blacklow, Partner (New York, NY), Chair, Committee on Retention and Promotion of Women. Nicolas Grabar, Partner (New York, NY), Vice Chair, Committee on Diversity and Inclusion; Vice Chair, Committee on Retention and Promotion of Women. Alexis Collins, Partner (Washington, DC), Vice Chair, Committee on Diversity and Inclusion. Hy Pomerance, Chief Talent Officer. D'André P. Carr, Manager of Diversity and Inclusion (New York, NY). Sharla Toller, Manager of Diversity and Inclusion (Washington, D.C.).

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2018
Worldwide	1236	1304
U.S. offices only	620	681

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

No

ASSOCIATES (2018)

	Men	Women
White/Caucasian	178	142
African-American/Black	15	31
Hispanic/Latinx	19	26
Alaska Native/American Indian	0	1
Asian	26	39
Native Hawaiian/Pacific Islander	0	0
Multiracial	5	9
Openly LGBTQ	28	12
Individuals with Disabilities	n/a	n/a
Total	243	248

Cleary Gottlieb does not track disability information for its employees.

SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	32	28
African-American/Black	3	10
Hispanic/Latinx	9	7
Alaska Native/American Indian	0	0
Asian	6	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	7	3
Individuals with Disabilities	n/a	n/a
Total	50	58

Cleary Gottlieb does not track disability information for its employees.

EQUITY PARTNERS (2018)

	Men	Women
White/Caucasian	77	15
African-American/Black	1	3
Hispanic/Latinx	2	2
Alaska Native/American Indian	0	0
Asian	5	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	4	1
Individuals with Disabilities	n/a	n/a
Total	85	21

Cleary Gottlieb does not track disability information for its employees.

NON-EQUITY PARTNERS (2018)

	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 (2018)

	Men	Women
White/Caucasian	30	31
African-American/Black	2	2
Hispanic/Latinx	4	2
Alaska Native/American Indian	0	0
Asian	4	7
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	1
Individuals with Disabilities	n/a	n/a
Total	40	42

Cleary Gottlieb does not track disability information for its employees.

NEW HIRES (2018)

	Men	Women
White/Caucasian	50	38
African-American/Black	7	13
Hispanic/Latinx	3	8
Alaska Native/American Indian	0	0
Asian	11	8
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	13	4
Individuals with Disabilities	n/a	n/a
Total	72	67

Cleary Gottlieb does not track disability information for its employees.

Strategic Plan and Diversity Leadership

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

Cleary Gottlieb continually focuses on our culture of excellence and inclusion, particularly our diversity efforts. Cleary Gottlieb has three full-time professionals devoted exclusively to implementing and advancing the firm's numerous Diversity & Inclusion (D&I) initiatives to ensure the attainment of firm goals. Together, the Managers of Diversity & Inclusion and Senior Specialist assist in providing strategy and expertise to the firm's leadership, as well as to the relevant committees and departments. In addition, the firm continually employs outside D&I consultants to stay abreast of best practices and raise awareness of information critical to the success of the firm.

D&I initiatives at Cleary Gottlieb are led by several active committees that are entrusted to foster a work environment that welcomes different perspectives, backgrounds, and life experiences. These committees develop and sponsor numerous initiatives to support diversity and inclusion at the firm, including curriculum training, speaker series, affinity group activities, mentoring programs, and special events.

The firm has both an internal and external diversity website. In addition, the Committee publishes a diversity report that is distributed to internal and external audiences that memorializes the firm's diversity and inclusion initiatives.

The Committees on Diversity and Inclusion and the Committee on Retention and Promotion of Women host 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 and staff. Invitations are also supported by direct solicitation from committee members to the general firm population.

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

Michael Gerstenzang, (Managing Partner); Chairs of the Committee on Diversity and Inclusion: In New York, Sandra L. Flow (Partner), Chair, Nicholas Grabar (Partner), Vice Chair; in Washington D.C., Katherine Mooney Carroll (Partner) Chair, Alexis Collins (Partner), Vice Chair; Committee on Retention and Promotion of Women: Kimberly Brown Blacklow (Partner), Chair and Nicholas Grabar (Vice Chair); Hy Pomerance (Chief Talent Officer), D'André P. Carr (Manager of Diversity & Inclusion), and Sharla Toller (Manager of Diversity & 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 2018, 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: 45

Total hours spent on diversity: 4517

Comments: The Committees on Diversity and Inclusion (CDI) and the Committee on Retention and Promotion of Women (CRPW) invest significant time in developing initiatives to support diversity efforts at the firm, including core curriculum training, workshops, speakers, mentoring and social events. A substantial portion of the time is completed by attorneys within the various subcommittees and working groups charged with the design and implementation of initiatives.

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.

Diversity and inclusion is one of five strategic priorities the firm's executive committee has established. A member of the Executive Committee has a liaison to the Diversity Committee to advise, maintain alignment, and ensure accountability with the firm's larger D&I strategic agenda.

Cleary Gottlieb's 2019 diversity goals and implementation strategy are as follows: 1. Integrate Diversity & Inclusion as a strategic priority into all firm structures. a. Develop and enhance collaboration and communication across all human capital teams; and b. Review and restructure internal diversity and inclusion processes and committees to align with diversity goals; 2. Enhance the Professional Development for All Attorneys. a. Create specific action and career development plans for all lawyers; b. Continue to develop specific strategies to minimize bias in the evaluation of associates; and c. Continue to create opportunities for associates to cultivate relationships with senior lawyers. 3. Expand D&I partnerships and collaborations with clients, alumni, and external organizations. a. Collaborate with clients on D&I curricula and programming; b. Leverage partnerships with affinity bar associations and external organizations to create professional development opportunities for women associates and associates of color; c. Develop mentoring relationships between diverse associates and in-house attorneys.

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?

The firm'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 number and quality of diversity programming and client recognition. Qualitatively, the Committees collect and monitor 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 Committees on Diversity and Inclusion also engages in frequent evaluation against best practices within and outside of the law firm arena.

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 minority 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			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	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



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			Other (please specify): Cleary Gottlieb has a seniority-based lockstep compensation system. Accordingly, gender pay equity is not an issue.
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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



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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 Gottlieb 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. During the 2017-2018 school year, more than 300 lawyers and staff participated in Washington Irving programs, interacting with over 350 students. This unique partnership has led to rising graduation rates and SAT scores, along with more students applying and being accepted to colleges.

All students in Cleary's College Admissions Coaching program were accepted into four-year colleges in the 2017-2018 school year. The seniors on Cleary's 2017-2018 Mock Trial team and Book Club also matriculated into four year colleges.

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 2018, more than 95 Cleary volunteers, including partners, counsel, senior attorneys, associates, summer associates, and paralegals, hosted Legal Outreach 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, UPenn, 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?

1L Diversity Summer Associate Program. As a summer associate at Cleary Gottlieb, you will have a unique, immersive experience tailored to your individual interests. You will collaborate with our lawyers on a diverse and exciting range of matters, create meaningful relationships with colleagues and clients, and contribute to our world class practice.



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2018)

	Men	Women
White/Caucasian	32	28
African-American/Black	3	8
Hispanic/Latinx	9	5
Alaska Native/American Indian	0	0
Asian	6	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	7	3
Individuals with Disabilities	n/a	n/a
Total	50	54

Cleary Gottlieb does not track disability information for its employees.

OFFERS MADE* (2018)

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

	Men	Women
White/Caucasian	32	28
African-American/Black	3	8
Hispanic/Latinx	9	5
Alaska Native/American Indian	0	0
Asian	6	13
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	7	3
Individuals with Disabilities	n/a	n/a
Total	50	54

Cleary Gottlieb does not track disability information for its employees.

OFFERS ACCEPTED* (2018)

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

	Men	Women
White/Caucasian	27	26
African-American/Black	3	8
Hispanic/Latinx	9	4
Alaska Native/American Indian	0	0
Asian	5	10
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	5	3
Individuals with Disabilities	n/a	n/a
Total	44	48

Cleary Gottlieb does not track disability information for its employees.

NEITHER ACCEPTED NOR DECLINED (2018)

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

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

Cleary Gottlieb does not track disability information for its employees.

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2018)

	Men	Women
White/Caucasian	9	3
African-American/Black	1	0
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	0
Asian	2	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	2	0
Individuals with Disabilities	n/a	n/a
Total	13	4

Cleary Gottlieb does not track the disability information of its employees.

LATERAL OF COUNSEL HIRES (2018)

	Men	Women
White/Caucasian	1	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	1	2

Cleary Gottlieb does not track the disability information of its employees.

LATERAL PARTNER HIRES* (2018)

* 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	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	1	0

Cleary Gottlieb does not track the disability information of its employees.

NEW PARTNERS PROMOTED* (2018)

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

	Men	Women
White/Caucasian	1	0
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	1	1

Cleary Gottlieb does not track the disability information of its employees.

NEW EQUITY PARTNERS* (2018)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	1	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	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	2	1

Cleary Gottlieb does not track the disability information of its employees.

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:

Crossdale LLC



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	2
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	10	3

Cleary Gottlieb does not track the disability information of its employees.

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	7	3
African-American/Black	2	2
Hispanic/Latinx	1	0
Alaska Native/American Indian	0	0
Asian	0	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	0
Individuals with Disabilities	n/a	n/a
Total	11	5

Cleary Gottlieb does not track the disability information of its employees.

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	2	7
African-American/Black	3	0
Hispanic/Latinx	0	0
Alaska Native/American Indian	0	0
Asian	1	3
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly LGBTQ	0	1
Individuals with Disabilities	n/a	n/a
Total	6	11

Cleary Gottlieb does not track the disability information of its employees.

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	9	9
African-American/Black	3	1
Hispanic/Latinx	0	1
Alaska Native/American Indian	0	1
Asian	2	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	15	13

Cleary Gottlieb does not track the disability information of its employees.

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	9	6
African-American/Black	0	1
Hispanic/Latinx	0	3
Alaska Native/American Indian	0	0
Asian	0	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	3
Openly LGBTQ	0	0
Individuals with Disabilities	n/a	n/a
Total	9	14

Cleary Gottlieb does not track the disability information of its employees.

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	8	3
African-American/Black	0	0
Hispanic/Latinx	2	0
Alaska Native/American Indian	0	0
Asian	1	4
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	0
Openly LGBTQ	1	1
Individuals with Disabilities	n/a	n/a
Total	12	7

Cleary Gottlieb does not track the disability information of its employees.

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2018

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	10	3
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	0	1
Individuals with Disabilities	n/a	n/a
Total	11	6

Cleary Gottlieb does not track the disability information of its employees.

8TH-YEAR PLUS ASSOCIATES

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

Cleary Gottlieb does not track the disability information of its employees.

OF COUNSEL

	Men	Women
White/Caucasian	1	5
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	1
Individuals with Disabilities	n/a	n/a
Total	1	5

Cleary Gottlieb does not track the disability information of its employees.

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	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 does not track the disability information of its employees.

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 (2018)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	3	7	10	491
Of counsel	4	4	8	53
Non-equity partner	n/a	n/a	n/a	n/a
Equity partner	0	0	0	0

Cleary Gottlieb does not formally track reduced scheduled participation for partners



Management Demographic Profile

FIRMWIDE COMMITTEES 2018

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	7	0
African-American/Black	1	0
Hispanic/Latinx	1	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	10	1

Cleary Gottlieb does not track disability information of its employees.

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	20	5
African-American/Black	0	0
Hispanic/Latinx	1	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	22	6

Cleary Gottlieb does not track disability information of its employees.

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 does not track disability information of its employees.

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	18	7
African-American/Black	0	1
Hispanic/Latinx	0	2
Alaska Native/American Indian	0	0
Asian	1	0
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	3	1
Individuals with Disabilities	n/a	n/a
Total	19	10

Cleary Gottlieb does not track disability information of its employees.

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	13	7
African-American/Black	5	3
Hispanic/Latinx	1	3
Alaska Native/American Indian	0	0
Asian	5	6
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly LGBTQ	4	1
Individuals with Disabilities	n/a	n/a
Total	24	19

Cleary Gottlieb does not track disability information of its employees.

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2018)	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 track the disability information of its employees. Cleary Gottlieb does not have any formal office leaders or practice group/department leaders.

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: Cleary Gottlieb does not have any formal office leaders.

Women heading offices: Cleary Gottlieb does not have any formal office leaders.

LGBTQ attorneys heading offices: Cleary Gottlieb does not have any formal office leaders.

Individuals with Disabilities heading offices: Cleary Gottlieb does not have any formal office leaders.

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: Though the firm does not have formal departments with formal heads, several attorneys can be highlighted: Kimberly Blacklow, Real Estate; Andrea Basham, Corporate; Kenneth S. Blazejewski, Private Equity-Fund Formation; Alexis Collins, Litigation; Victor Hou, Litigation; Cunzhen Huang, Antitrust; Jorge U. Juantorena, Latin America; Sung K. Kang, Capital Markets; Joon Kim, Litigation; 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, Corporate; 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; Laura Bagarella, ERISA; Andrea Basham, Corporate; Robin M. Bergen, Corporate; Kimberly B. Blacklow, Real Estate; Kathleen Bradish, Antitrust; Leah Brannon, Litigation; Katherine Mooney Carroll, Corporate; Penelope L. Christophorou, Corporate; Alexis Collins, Litigation; Kathleen Emberger, ERISA; Elaine H. Ewing, Antitrust; Sandra L. Flow, Corporate; Helena Grannis, Corporate; Caroline F. Hayday, ERISA; Cunzhen Huang, Antitrust; Heide Ilgenfritz, Private Clients; Judith Kassel, Private Clients; Chantal Kordula, Latin America; Meredith Kotler, Litigation; Elizabeth Lenas, Corporate; Shirley Lo, Debt Finance; Abena Mainoo, Litigation; Pamela Marcogliese, Capital Markets; Erika W. Nijenhuis, Tax; Francesca Odell, Latin America; Louise M. Parent, Capital Markets; Jennifer Kennedy Park, Litigation; Susanna Parker, Tax; Margaret E. Peponis, Corporate; Katherine Reaves, Debt Finance; Sandra M. Rocks, Corporate; Lisa M. Schweitzer, Bankruptcy & Restructuring; Amy R. Shapiro, Corporate; 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, Litigation; S. Douglas Borisky, Tax; Meyer H. Fedida, Tax; Corey M. Goodman, Tax; John V. Harrison, Real Estate

Individuals with Disabilities heading practices: Cleary Gottlieb does not track the disability information of its employees.

COMMITTEE LEADERS

Minorities heading committees: Kimberly Brown Blacklow, Committee on Retention and Promotion of Women, New York (26 attorneys), Chair, Associates Committee, New York (22 attorneys), Vice Chair; Alexis Collins, Committee on Diversity and Inclusion (10 attorneys), Washington D.C., Vice Chair, Pro Bono Committee (8 attorneys), Washington D.C., Chair; Victor Hou, Global Business Development Committee (14 attorneys), Co-Chair; Sung K. Kang, Global Counsel and Senior Attorney Committee (11 attorneys), Co-Chair; Abena Mainoo, New York Summer Program Supervisor (4 attorneys), Co-Chair; Francesca Odell, New York International Lawyers Program (2 attorneys), Co-Chair; Carlos von der Heyde, New York International Lawyers Program (2 attorneys), Co-Chair

Women heading committees: Kimberly Brown Blacklow, Committee on Retention and Promotion of Women, New York (26 attorneys), Chair, Associates Committee, New York (22 attorneys), Vice Chair; Leah Brannon, Associates Committee (8 attorneys), Washington D.C., Vice Chair; Katherine Mooney Carroll, Committee on Diversity and Inclusion, Washington D.C. (10 attorneys), Chair; Alexis Collins, Committee on Diversity and Inclusion, Washington D.C. (10 attorneys), Vice Chair, Pro Bono Committee (8 attorneys), Washington D.C., Chair; Elaine Ewing, Recruiting Committee, Washington D.C. (9 attorneys), Chair; Sandra L. Flow, Committee on Diversity and Inclusion, New York (36 attorneys), Chair; Elizabeth Lenas, Recruiting Committee, New York (17 attorneys), Chair; Abena Mainoo, New York Summer Program Supervisor (4 attorneys), Co-Chair;



Cleary Gottlieb Steen & Hamilton LLP

2019 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

Francesca Odell, New York International Lawyers Program (2 attorneys), Co-Chair; Margaret S. Peponis, Global Finance and Billing Committee (37 attorneys), Vice Chair; Sandra Rocks, Global Opinions Committee (13 attorneys), Vice Chair

LGBTQ attorneys heading committees: Luke Barefoot, Recruiting Committee, New York (17 attorneys), Vice Chair; Carmine Boccuzzi, Associates Committee, New York (22 attorneys), Chair; Corey Goodman, New York Summer Program Supervisor (4 attorneys), Chair; Carlos von der Heyde, New York International Lawyers Program (2 attorneys), Co-Chair

Individuals with Disabilities heading committees: Cleary Gottlieb does not track the disability information of its employees.



The Firm Says

Cleary Gottlieb continually works to maintain and enhance our culture of excellence and inclusion. To that end, the firm supports a Committee on Diversity and Inclusion (CDI) and Committee on the Retention and Promotion of Women (CRPW) to focus on the retention, development and promotion of diverse and female lawyers.

The CDI is currently chaired by Ms. Sandra L. Flow, Partner in New York and by Ms. Katherine Mooney Carroll, Partner in Washington, D.C. The Committees are comprised of more than 40 lawyers from various practice areas and levels of seniority, including associates, senior attorneys, counsel and partners. The New York CDI meets at least once a month, and the Washington, D.C. CDI meets bi-monthly, with additional meetings as necessary. Both Committees develop and sponsor numerous initiatives to support diversity and inclusion at the firm, including curriculum, training, speaker series, affinity group activities, mentoring programs, and special events.

The firm's gender equity efforts are led by the CRPW, a standing committee currently chaired by Ms. Kimberly Brown Blacklow in New York. The CRPW addresses topics related to the advancement of women at the firm. The CRPW meets monthly and is comprised of female and male lawyers from varying practice areas and levels of seniority, including associates, senior attorneys, counsel and partners. The CRPW contributes to women's initiatives by sponsoring associate-partner lunches, collaborating with the associate-founded and led Women's Working Group (WWG) on business and skills-development programming and expanding mentoring programs, including oversight of the Cleary Mentoring Circles (CMC) program.

In addition to the partner-led Committee on Diversity and Inclusion (CDI) and Committee on Retention and Promotion of Women (CRPW), Cleary has three full-time professionals devoted exclusively to implementing and advancing the firm's numerous Diversity & Inclusion (D&I) initiatives to ensure the attainment of firm goals in New York. Together, the Diversity & Inclusion team assists in providing strategy and expertise to the firm's leadership, as well as to the relevant committees and departments. These include, but are not limited to, the CDI, CRPW, Associates Committee and the Recruiting, Professional Development, and Human Resources departments. In addition, the firm continually employs outside D&I consultants to stay abreast of best practices and raise awareness of information critical to the success of the firm.

Ongoing D&I efforts include the following:

- Providing support and encouragement to Cleary Gottlieb's affinity groups and Women's Working Group (WWG)
- Strengthening mentoring programs
- Contributing to associates' professional development
- Presenting educational programs on diversity and inclusion
- Hosting speakers and programs throughout the year that advance the diversity dialogue
- Supporting organizations and events related to diversity and inclusion
- Receiving recognition from clients and awards from bar and industry organizations for the firm's diversity efforts

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 CDI and CRPW, as well as other internal committees, to advance women's initiatives at Cleary Gottlieb. 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 CDI 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 CDI 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 CDI supports the following five affinity groups for Cleary Gottlieb lawyers:

- Black Affinity Group; East Asian Affinity Group; Latino Affinity Group; LGBT Affinity Group; South East Asian — South Asian — Middle Eastern Affinity Group; and a Diverse Associates Group in our Washington D.C. Office

ENGAGING LEADERSHIP

Cleary Gottlieb continually identifies opportunities for the firm's leadership to engage in substantive dialogue around the associate experience, especially as it pertains to female associates and associates of color.

One recent successful initiative is our series of Associate Coffee Breaks with the Managing Partner. In 2016, Cleary's Managing Partner launched a series of informal Q&A associate coffee breaks with the firm's five affinity groups and Women's Working Group to promote a direct dialogue and to foster an environment of inclusion. The goal of these informal gatherings was to provide associates with the opportunity to learn about firm management and to share with the Managing Partner their insights about their time at the firm, and as part of their respective affinity groups.

The open-ended Q&A format of these sessions provided a platform for the associates in each group to drive the conversation and raise the topics most important to them. This increased communication between associates and firm leadership has led to valuable insight on the best methods to develop our associate population, particularly our women and diverse associates.

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)

