WHERE DIVERSE MINDS MEET
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Clifford Chance is one of the most diverse law firms in the world, with 36 offices in 23 countries spread across six continents. We are proud that our global workforce reflects a broad range of race, religion, color, national origin, sex, age, marital status, sexual orientation, gender identity or expression, citizenship status, pregnancy, disability, veteran status, genetic predisposition or other protected status.

**Equal Employment**
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 or any other status protected by law.

**Diversity Committee and Subcommittees**
Led by partner Zarrar Sehgal, our Diversity Committee manages the Firm’s diversity and inclusion efforts. The committee is comprised of five subcommittees that work alongside Firm management to ensure support for the advancement of every lawyer. They are: (1) the Asian and Pacific Islanders Subcommittee; (2) the Black and Latino Subcommittee; (3) Veterans and Affiliates, known as CliffVets; (4) the Lesbian, Gay, Bisexual and Transgender (LGBT) Subcommittee, known as Arcus; and (5) the Women’s Subcommittee. These subcommittees focus on the recruitment, retention and development of diverse professionals, and help the Firm increase awareness of the issues affecting their respective groups and communities.

**Policies**
Clifford Chance is committed to supporting diversity and inclusion through our policies. For example, the Firm supports employees in their efforts to establish work-life balance with resources, such as coaching support to help new birth parents balance their family and professional responsibilities plus flexible and part-time working arrangements. For attorneys who desire a temporary leave from the legal profession, our Staying in Touch program provides opportunities to stay connected by attending Firm events, CLE seminars and other programs.
INCLUSION IN THE US

In the United States, Clifford Chance has long demonstrated a strong commitment to building a diverse team to serve clients, as well as our local communities.

In May 2020, The American Lawyer published a report on ethnic diversity among the largest 200 law firms in the United States. Based on the methodology used for Am Law 200 firm inclusion (majority of lawyers must be based in the US), Clifford Chance was ineligible. However, if we had been included we would have ranked No. 2 in the US for the percentage of Hispanic lawyers (17.2%), No. 3 for the percentage of Asian-American lawyers (20.3%), No. 6 overall for ethnically diverse lawyers among large firms, and No.14 overall among the largest 200 firms in the US.

According to the American Bar Association’s 2019 Report, only 5% of all US lawyers identify as African-American. For almost 85% of the Am Law 200, fewer than 5% of their lawyers are African-American, and only 2.4% of our lawyers identify as African-American; our ambition is to improve in this area each and every year.
• Nearly 40% of our associates and 30% of all lawyers are ethnic minorities*, which is more than double the industry average** for US firms our size.

• Women make up 42% of our US lawyers (the average for a US firm our size is 34%***), 60% of our Department heads and 66% of our Business Professionals; and

• Nearly half (47%) of our US Business Professionals are ethnic minorities, with 20% identifying as Black and 12% as Latino.

* Ethnic minority means: American Indian/Native Alaskan, Asian, Black or African American, Hispanic or Latino, Native Hawaiian/Pacific Islander, people from two or more races, or from other jurisdictions influenced by US-specific legislative diversity definitions. These statistics are based on self-identification by the individuals.

** Law360’s The Best Firms For Minority Attorneys (2018)

*** Law360’s 2018 Glass Ceiling Report

Our global diversity policy sets out our firm-wide approach to Diversity and Inclusion. To read the policy, please visit our policies page.
DIVERSITY PROGRAMS, EVENTS & EDUCATION

The following is a snapshot of some of the initiatives our teams come together on in support of inclusion -- more detail in the pages that follow:

**Diversity Programs**

**Mansfield Rule:** In 2017, Clifford Chance signed on to be a pilot firm for a new initiative called the Mansfield Rule. To achieve “Mansfield Certified” status, a law firm must show that it has affirmatively considered a candidate pool that sufficiently includes women lawyers and attorneys of color in connection with hiring and promoting at the highest levels.

**Global Arcus (LGBT) Allies:** In 2015, our LGBT employees network, Arcus, launched a Firmwide LGBT allies initiative with a kick-off program in London, which highlighted the importance of allies in fostering LGBT inclusion and acceptance.

**New York University School of Law AnBryce Scholarship:** Clifford Chance was the first law firm to partner with NYU Law School on its groundbreaking AnBryce Program in 2006. The program provides full scholarships to outstanding J.D. students from disadvantaged socio-economic backgrounds who are the first in their immediate families to pursue a graduate degree.

**Diverse Attorney Pipeline Program (DAPP):** In 2018, after having successfully placed 1L diverse female lawyers in law firms and corporations in Chicago for the prior five years, DAPP expanded its program to other areas. Our New York office proudly signed up. As sponsors, we work with a DAPP-assigned representative who interviews candidates at a targeted job fair in early Spring and recommends the top two candidates based on our specifications. Both are then invited to meet with our hiring committee in New York to be considered for a position in our upcoming summer class.

**Law Preview Scholarship:** Since 2009, our US offices have sponsored the Law Preview Scholarship Program, a diversity initiative aimed at improving the academic performance of racial and gender groups traditionally underrepresented in the legal profession. We sponsor 30 students each year, granting each the opportunity to attend a one-week, intensive summer prep course before starting their first year of law school.

**Sponsors for Educational Opportunity (SEO):** Our New York office partners with SEO by sponsoring one of its scholars each summer for a 10-week summer law clerk program. SEO scholarships are awarded to young people from underrepresented communities.
Legal Outreach: Legal Outreach provides support and guidance to students from underserved communities who are pursuing higher education. Our New York office has been sponsoring this pipeline program since 2007, hosting two high school students each summer.

Partnering with our Foreign Offices – NYU’S Asia Law Society: The Asia Law Society is a student-run organization that provides a platform for learning about the practice of law in Asia. Every spring, the student delegates visit a major Asian city to learn about the local legal environment from leading practitioners in that region. Clifford Chance has sponsored the Society’s annual delegation trip since 2006.

Military and Veteran Recruitment: The recruitment and career development of veterans is a priority for our Firm in the US. Our affinity group, “CliffVets,” focuses on veteran hiring, retention and community issues.

Educational Seminars/Pro Bono Training
My Sisters’ Place: My Sisters’ Place is a non-profit organization based in Westchester County that provides services to survivors of domestic abuse and focuses on advocacy and community education. Clifford Chance funds a full-time legal Fellow who, in addition to providing direct client services, provides pro bono training and supervision to lawyers at the Firm. The agency led presentations on “Healthy Relationships” and “Beyond Pink & Blue: Exploring Gender, Domestic Violence and the Next Generation.”

The Vera Institute of Justice: The Clifford Chance Foundation has partnered with this non-profit organization to support a one-year Fellow working on Vera’s Expanding Access to Postsecondary Education Project. The Fellowship is open to students in their third year of law school. The Fellow’s placement is part of a comprehensive relationship between Clifford Chance and Vera, encompassing work from Vera’s general counsel’s office as well as from Vera projects.

Immigration Equality: This non-profit organization presented at the Firm on “LGBT Rights at Homeland and Worldwide.” The discussion covered progress made toward decriminalization and legalization, the anti-LGBT pushback in certain other parts of the world, the promotion of LGBT rights worldwide and issues related to the LGBT refugee population. The presentation was followed by a pro bono training on related asylum cases.
Human Rights Watch: Experts from Human Rights Watch recently held a discussion outlining their work bringing perpetrators of grave international crimes to justice, promoting human rights in Europe and Central Asia and protecting the rights of LGBT people around the world. Human Rights Watch is a global pro bono client of the Firm and recently received a significant donation to support its project to develop and disseminate a better understanding of universal jurisdiction under which grave international crimes may be prosecuted, both outside the jurisdiction in which they were committed and by governments whose citizens were not affected by the crimes.

Diversity Events
Reception and Tour of the Tenement Museum: In 2019 the Diversity Committee hosted a special evening at the Tenement Museum on the lower eastside of Manhattan. This museum preserves and interprets the history of immigration through the personal experiences and stories of immigrants.

Arcus Global Pride Art Exhibitions: Arcus hosts its annual art event every June in connection with Pride Month, and in 2020 the event went global, with the exhibition going online as "Virtual Pride". Visit www.cliffordchance.com/arcus to see the event.

Black History Month Celebration: Our Black and Latino subcommittee of the Firm’s Diversity committee presented an in person, and virtual exhibition of works by five artists from the African diaspora. The artist’s practices revealed a diverse range of visual languages and liberating creative practices, articulating some of the ways individual and collective identity is shaped by social, political, historical, geographic, and personal experience.

“Own It – The Power of Women”: The Women’s Committee invited Sallie Krawcheck to present on her book, “Own It- The Power of Women.” Ms. Krawcheck’s professional mission is to help women reach their financial and professional goals. Before becoming an entrepreneur, she was one of the highest ranked women to have ever worked on Wall Street. Ms. Krawcheck was interviewed by Law & Reorder’s, Debbie Epstein Henry at the standing-room-only event in our New York office.

National Disability Employment Awareness Month: We continue to recognize National Disability Employment Awareness Month by hosting an art exhibition featuring work from Pure Vision Arts, Manhattan’s only professional studio for artists with autism and other developmental challenges.
Hispanic Heritage Month: We celebrated Hispanic Heritage Month by inviting employees to share “virtually” their memories, thoughts and celebrations of Hispanic Heritage.

Recruiting Cocktail Receptions: Since 2015, the New York office has hosted a summer cocktail reception inviting 2L students from our target law schools’ affinity groups. These receptions provide opportunities for students to socialize with our attorneys and engage in candid conversations in advance of the recruiting season. The 2020 events were virtual.
SUPPORTING DIVERSITY & INCLUSION

We have a very active Diversity Committee in the US comprised of partners, associates and Business Professional colleagues who work collaboratively through five subcommittees – Arcus (LGBT+), Asian and Pacific Islander, Black and Latino, Veterans, and Women – to help us celebrate our diversity while promoting greater understanding and inclusiveness. Case in point: the art curator who serves our New York office works with our subcommittees on special exhibits that support diverse artists and show our appreciation for diversity during different times of the year, for example, Black History Month.

In 2019, Clifford Chance hired one of the world’s best known and most successful campaigners, Tiernan Brady, to be the Firm’s Global Director of Inclusion. Prior to assuming that role, he led winning campaigns for marriage equality in Ireland and Australia; they remain the only two countries in the world to enact marriage equality by a public vote. Today Tiernan devotes his time to developing our global inclusion policies and leading their implementation within our teams, with clients and in wider society.

Tiernan was featured in the cover story of the “September-October 2019 edition of Corporate Counsel Business Journal,” where he provided a broad overview of his experience and how he is applying it to accelerate progress around diversity and inclusion.
As a firm, we are committed to increasing our ethnic diversity, which we believe helps us bring a better-informed outlook when advising global clients. Our London office, for example, has forged a long-term partnership with diversity recruitment group Rare, which was founded in 2005 to support minority candidates in securing graduate positions in top firms and to help companies recruit diverse talent. Since 2011, we have made 169 training contract offers through Rare and were the first firm to adopt Rare's Contextual Recruitment System (CRS), identifying standout candidates by not only looking at grades, but determining how those grades compare to a candidate's schooling and background. Since adopting the CRS, the firm now employs more candidates from disadvantaged backgrounds, and in recent years, our trainee intake of black and minority ethnic candidates has averaged more than 40 percent.

We are focused on building deeper, broader roots in the many communities in which we operate. This enables us to gain a better understanding of the local market, deepen relationships with clients and help set the agenda for key issues. A good example of this can be seen in our Singapore office, where we have worked hard to integrate into the local community, almost doubling the number of locally qualified lawyers over the past several years. We run an active internship program for Singaporean students, and together with our Formal Law Alliance partner, Cavanagh Law LLP, we are now able to offer a two-year training program for Singaporean graduates.
In 2017, Clifford Chance in the US spearheaded (in partnership with The Legal 500) the development of a book featuring our women lawyers providing “Advice To My Younger Self.” The book delivers helpful insights for career advancement and personal growth from successful women lawyers and senior leaders who are Clifford Chance alumnae. This bespoke work has been viewed online and in print by more than 25,000 people across over the world, ranging from in-house counsel to law school students to our own associates. The full book is available to read or download at www.cliffordchance.com

In 2019 and 2020, the firm achieved Mansfield re-certification, after agreeing to be a pioneering US firm for the Mansfield Rule. To be Mansfield certified, a law firm must, among other things, consider a minimum of 30 percent women, LGBT+ and minority lawyers for significant leadership roles.

“We are proud to have met the criteria for certification under the Mansfield Rule,” said Evan Cohen, managing partner for Clifford Chance’s Americas region. “One-third of our US practice areas are led by a minority or woman partner, and our pipeline of diverse future leaders is robust. Additionally, 60 percent of our US Business Services departments are led by women. We are clearly on the right track, but we also know there is more we must accomplish in the years ahead and are committed to doing so.”

In 2009, we became one of the first international law firms to establish a target to improve the gender balance of its partnership. Our target is at least 30 percent. While significant improvements have been made (for example, 29 percent of our partners in Asia Pacific and 24 percent of our partners in London are women), we are not yet where we want to be overall. In the US, growing our ranks of women and diverse partners has been prioritized, with our percentage of women partners now at 18 percent — a figure that, although still not good enough, has doubled in the past six years. We are making progress towards our goal by focusing on seven key themes: policy, transparency, objectivity, education, mentoring, networking and role models.

Our commitment and effort to help women lawyers advance their careers continues to expand. In 2019 we became the sponsor of the Women’s Group for the Association of Corporate Counsel (ACC) in New York City. We hosted a special event for ACC members featuring Mika Brzezinski, co-host of Morning Joe and best-selling author of “Know Your Value — Women, Money and Getting What You’re Worth.” We will again have a prominent role at The American Lawyer’s Women, Influence, Power & Law (WIPL) conference. After serving as lead sponsor and keynoting the 2018 WIPL Executive Leadership Forum, we were a lead sponsor of the 2019 WIPL main conference attended by approximately 600 women lawyers, moderating two panels on data privacy/cybersecurity and cross-border M&A transactions. In 2019, we also became a lead
sponsor of Corporate Counsel Business Journal’s inaugural Women in Business and Law Summit. We sponsored featuring a one-on-one conversation with former US Deputy Attorney General, Sally Yates.

Improving the gender balance of our leadership is a global effort. We run firm-wide training on gender diversity issues, including courses on unconscious bias. We have women’s networks called “Accelerate” not only in the US, but in Asia, Amsterdam, France, Italy and London, and many of our other offices are actively involved in gender networking initiatives, including client events.

In 2016, we signed a formal statement of support for the Women’s Empowerment Principles, an initiative created by UN Women in collaboration with the UK Global Compact. The seven principles promote and guide corporate action in pursuit of gender equality and encourage high-level corporate leadership on gender issues and transparent reporting on progress.

For more information about our commitment to improve gender diversity, please read our Responsible Business Reports, which can be downloaded on the reporting page of our website.
In 2019, Clifford Chance hired Tiernan Brady as its first Global Director of Inclusion. Before taking up his broad diversity and inclusion role at Clifford Chance, he led the winning campaigns for marriage equality in Ireland and Australia. Brady now devotes his time to developing and implementing Clifford Chance’s global inclusion policies and leading new campaigns within our firm, alongside clients and in wider society.

In June 2019, Clifford Chance’s US offices celebrated Gay Pride Month for a 12th consecutive year by showcasing the work of top LGBT+ artists on its office walls as well as at a client event at NASDAQ attended by more than 300 people. The artists also participate in receptions that help launch the exhibits, which are open to a broad spectrum of clients, colleagues, students, allies and friends. Similar exhibits were held in a dozen Clifford Chance offices across the world.
Through its Arcus Allies program, the firm supports and fosters an inclusive environment for LGBT+ colleagues. Allies advocate for equal rights and fair treatment of LGBT+ individuals, and take action to challenge prejudice against the LGBT+ community. Clifford Chance also works on a pro bono basis to help further the cause of equality globally. In 2019, our team won a legal victory in Poland on behalf of LGBT group, bringing a motion to a Polish court which ordered the conservative newspaper Gazeta Polska to halt the distribution of “LGBT-free zone” stickers. Advocat Michal Wawrykiewicz also worked on this matter.

In 2018, Clifford Chance became a signatory of the UN’s new Standards of Conduct for Business for Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex people. Also, Clifford Chance was one of just four law firms in the US to sign the initial Business Statement for Transgender Equality on November 1, 2018 following a report that the Trump administration was considering limiting the definition of gender to birth anatomy. (We were joined by law firms Hogan Lovells, Ropes & Gray and Sheppard Mullin, as well many of our clients and other large companies who stood up strongly for Transgender equality.

“This isn’t just a question of ethics, it is about our ongoing commitment to be a responsible and responsive business,” said Clifford Chance’s global managing partner, Matthew Layton. “Excluding anyone from any group holds everyone back, and every moment that someone spends worrying about what their colleagues or clients might think of who they are is a moment wasted.”

The work we have been doing at a global level was also recognized when we were ranked among the Top 5 “UK Best Employers” for LGBT+ colleagues in the 2017 Stonewall Workplace Equality Index. Additionally, Matthew Layton was featured on the 2016 OUTstanding Leading Ally Executives List, presented by the Financial Times. The list recognizes leading individuals in business who have made a significant contribution to LGBT+ inclusion.

**VETERANS**

The recruitment and career development of veterans is a priority for our firm in the US. Our affinity group, “CliffVets,” focuses on veteran hiring (both at Clifford Chance and mentoring veteran law students on the legal market generally), retention and community issues. CliffVets members also routinely mentor student-veterans on their transition into becoming practicing lawyers.

We were the sole named sponsor of the Georgetown University Law Center’s Military Law Society Symposium, which included a panel presentation and networking reception with attorneys from our New York and Washington, DC offices. We actively support and participate in career panel discussions at many of our target law schools to provide guidance to veterans as they navigate law school and the law firm job market. CliffVets also provides pro bono support to Veterans working with the non-profit organization Services for the Underserved.
CULTURE

We believe that building a supportive, safe and empowering culture is critical to our success. We also believe that happy employees provide better service to clients.

As a law firm, we offer legal services, but we never forget that our product is people. We understand that both lawyers and the professionals that support them — much like our clients — have a choice in where they go. Increasingly, culture is a deciding factor when making employment choices. We are proud of the culture we have built and how our people feel about working at Clifford Chance.

In independent surveys of associates at more than 100 of the largest law firms in the United States, Clifford Chance either led or was ranked near the top of multiple categories in the US legal industry.

- No. 1: Diversity, Chambers US Associate Survey (2019)
- No. 1: Associate Satisfaction, Chambers US Associate Survey (2019)
- No. 1: Summer Associate Program, Chambers US Survey (2019)
- No. 2: Lifestyle and Benefits, Chambers US Associate Survey (2019)
- No. 3: Career Opportunities, Chambers US Associate Survey (2019)
- No. 4: Top 10 Law Firms to Work For, Vault US Survey (2020)

To highlight how much we value our associates, we published (once again in partnership with The Legal 500) a second bespoke book in April 2019. Titled, **Their Voices: Insights From Today’s Rising Lawyers**.
INCLUSION AND SOCIAL MOBILITY

We believe the best teams are diverse and inclusive, and that people flourish in an environment where they are supported in their professional and personal development. Although we have more work to do, we are pleased with the progress we’ve made to date in building just such an environment.

As one of the world’s leading law firms, we recruit the best talent from everywhere, including those local markets where we have offices: Africa, Asia, Europe, Latin America, the Middle East and the United States. Our view is that you cannot be a successful international firm without fully embracing and supporting diversity.

We also believe it is essential to our commercial strategy that we foster an inclusive culture. Our clients are made up of a diverse range of businesses with diverse workforces, and they expect no less from their law firms. We get that.

Transparency is a core value at Clifford Chance. As proof points, we report annually on the inclusion and diversity commitments we have made, including both our progress in improving the gender balance of our partnership and our undertaking to improve ethnic diversity.
We promote social mobility through initiatives that aim to attract and support employees from less-advantaged backgrounds. In the US, for example, Clifford Chance was the first law firm to name a scholar within the groundbreaking AnBryce Scholarship Program, which helps NYU Law School make an elite legal education available to outstanding J.D. students from socio-economically disadvantaged backgrounds. The Program provides full-tuition scholarships plus programming and mentoring aimed at assuring that the scholars will feel at home at the highest levels of the legal profession. Clifford Chance provides a full-tuition scholarship annually.

Traditionally, when students from all backgrounds join us for summer jobs, each one has the opportunity to experience the joys of diversity firsthand by working for several weeks at one of more than 30 Clifford Chance offices around the world.

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