

Finding common ground



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This Corporate responsibility report and our Annual review are also available interactively at www.cliffordchance.com

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Finding common ground

About Clifford Chance

Clifford Chance is one of the world's leading law firms, with legal resources across the key markets of the Americas, Asia Pacific, Europe, the Middle East and Africa.

Our ambition is to become the leader of the elite group of international law firms that we believe will emerge in the coming years. This requires unrelenting investment in our strategic goals. We want to be the law firm of choice for all of our clients, working alongside them to achieve their goals and helping them to compete more successfully in their local markets and around the world.

Our principles

- Exceeding clients' expectations
- Local excellence, global standards
- An ambition for success
- Investing in talent
- An adaptable and approachable team
- Thinking ahead
- Strength through diversity
- Community

Read more about our principles at www.cliffordchance.com

Key statistics

39

clients worked with us across 20 or more offices

37

community collaborations with 27 clients

£1,303m

revenues, up 7% on 2010/11

54,357

pro bono and volunteering hours by partners and staff



In setting out our corporate responsibility (CR) strategy five years ago, our ambition was to transform the many successful but disparate initiatives around the firm into a cohesive and coordinated international programme aligned to specific people, community and environmental targets. We have made good progress.

Our commitment to CR is now embedded in many aspects of the firm's life, from the criteria considered in appraisals through to our business planning. Participation levels in our community activities are high with every office involved, frequently working alongside clients and alumni of the firm.

At global and local levels, there are programmes to support our aims of increasing access to justice, finance and education, working with major

international NGOs as well as small, local charities. Teams around our network focus on how we can improve the diversity of talent within our firm, and ensure that we give everyone the opportunity to develop a meaningful career. And in every office, every day, steps are being taken to try to reduce our environmental footprint.

We decided some three years ago to become one of the few law firm signatories to the UN Global Compact. Clifford Chance is proud to support the principles enshrined in the Global Compact both through the conduct of our own business, and through the advice and support we provide to clients.

We hope that you enjoy reading about our progress in this report.

Malcolm Sweeting
Senior Partner

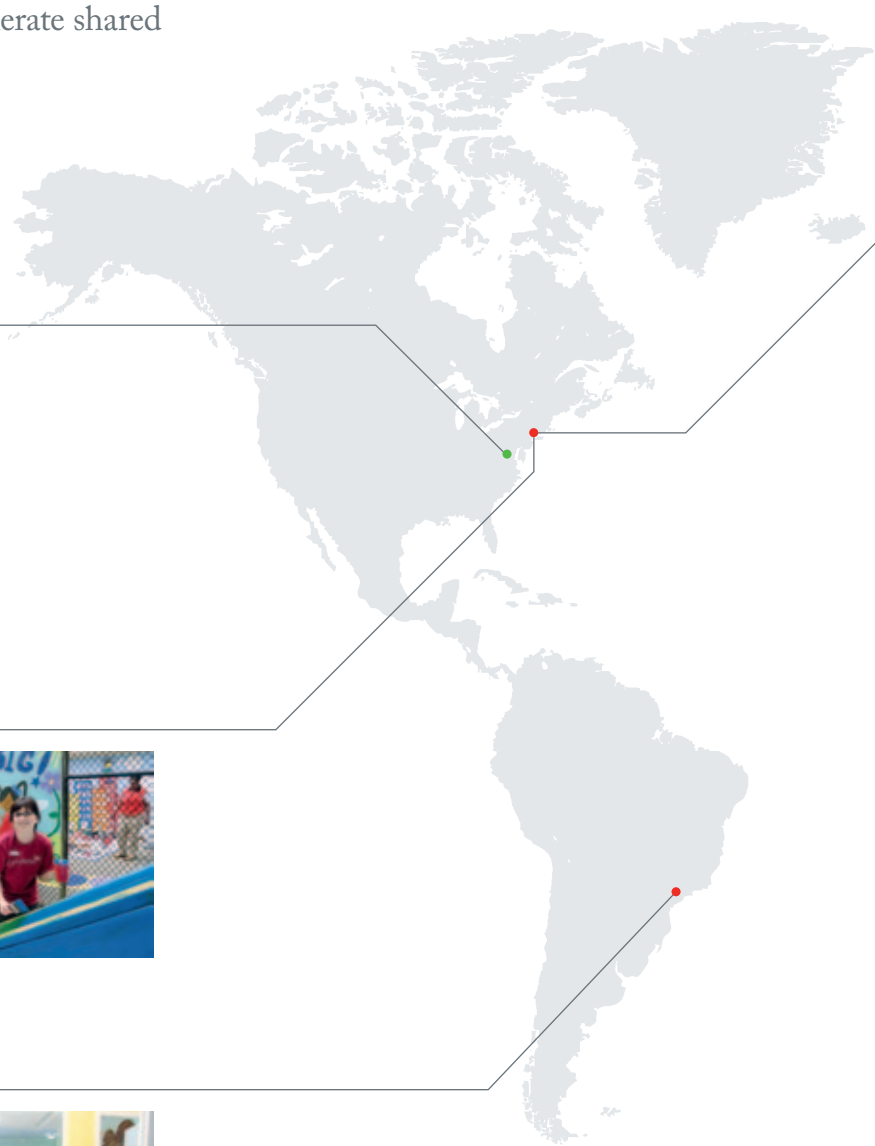
David Childs
Managing Partner



Corporate responsibility highlights

Local initiatives, globally-inspired

Across the world we are finding new ways to work together – with colleagues, clients and alumni – on our global CR programme. Local inspiration and the energy of individuals at every level within our business ensure that our people, community and environment initiatives generate shared social value wherever we work.



Environment

1,778MWs of renewable resources

We advised the US Department of Energy, as loan guarantor, on six renewable energy transactions totalling 1,778 MWs of power – including one of the largest photovoltaic power projects in the world – and covered over US\$4.7 billion of guaranteed loans.

Community

Painting the bigger picture with clients in NYC

In New York, a Clifford Chance team joined the Credit Suisse legal team to paint murals for Public School 197 in central Harlem, in partnership with City Year New York, helping to improve the students' learning environment.



Community

Street life in Brazil

Clifford Chance Foundation funding to Street Kids International supported nearly 600 youths in Brazil to set up businesses, taking control of their futures.



Community**Exporting aid through The Crossroads Foundation alongside BNY Mellon**

Clifford Chance teams volunteer regularly alongside BNY Mellon to give **The Crossroads Foundation** hands-on support. The volunteers prepare and process donated goods, such as books, clothing, building materials and medicine, which are loaded into containers and shipped out to those in need around the world.

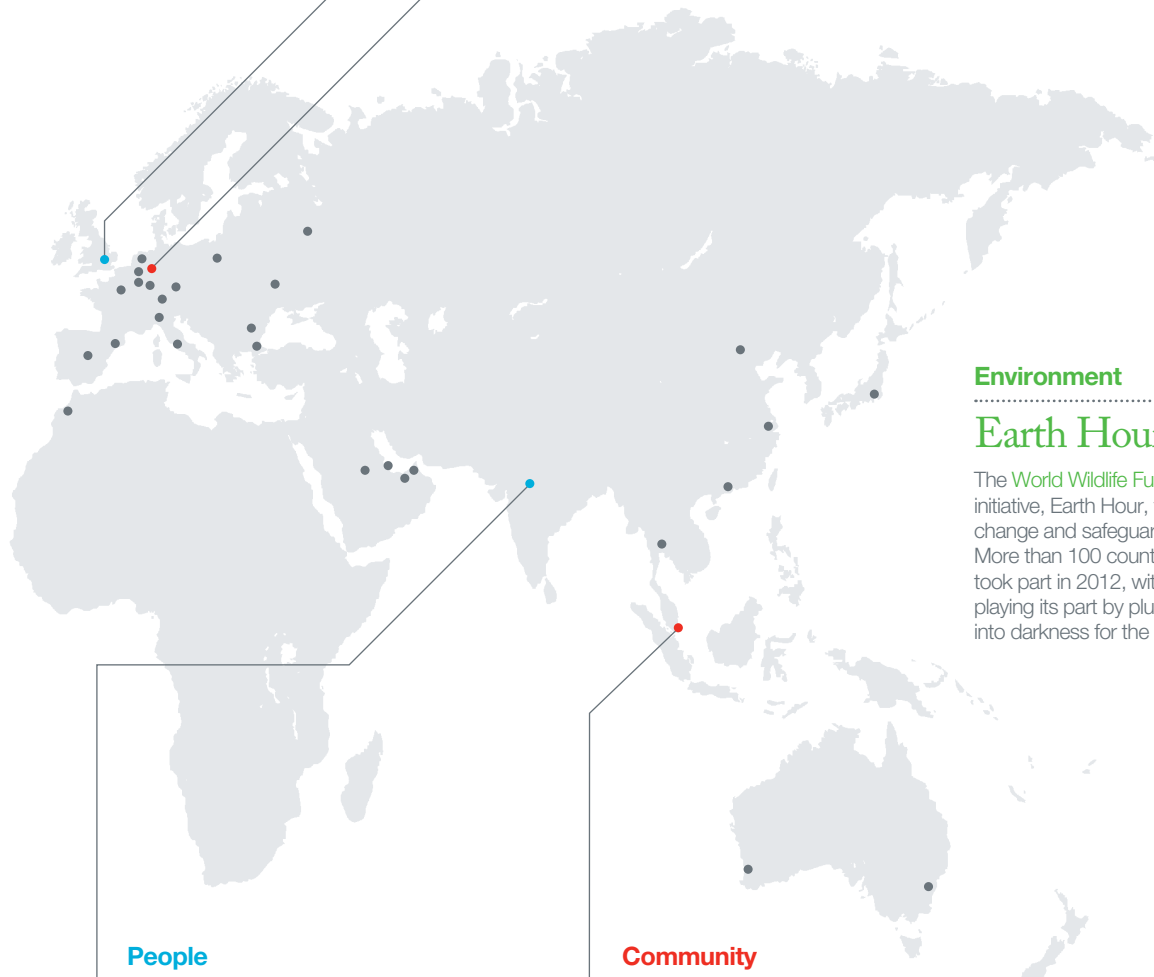
People**Developing young potential**

Clifford Chance is a founding member of **PRIME**, a UK-wide initiative that aims to improve access to the legal profession for young people from disadvantaged backgrounds.

We are taking an innovative approach to how we meet part of our PRIME commitments, by actively supporting the delivery of a formal BTEC qualification to students at Thomas Tallis School in East London.

**Community****'Partners in Leadership'**

Our Frankfurt office is working alongside companies such as Deutsche Bank, Deutsche Börse, Siemens, Merck and Procter & Gamble on a mentoring scheme to help foster a closer relationship between business and schools.

**Environment****Earth Hour**

The **World Wildlife Fund** organises an annual initiative, Earth Hour, to help tackle climate change and safeguard the natural world. More than 100 countries across the globe took part in 2012, with Clifford Chance playing its part by plunging most of its offices into darkness for the good of the planet.

People**Spreading the MaGIC in India**

The top 10 ideas from 200 submitted as part of **MaGIC** (Making Good Ideas Count) – a firm-wide initiative that gives people the opportunity to share their ideas on how we can make improvements in the firm – featured Neeraj Baluni's suggestions to increase understanding within the firm of the Global Shared Service Centre, New Delhi and the roles and responsibilities of the people who work there.

Community**Legal advice for refugees in Thailand**

Funds to provide refugees in Bangkok, Thailand with much needed advice is one example of our wide-ranging support for **Asylum Access**. Recently, over 50 Clifford Chance volunteers worked for six months to generate 28 country reports for the planned expansion of this international non-profit organisation dedicated to making refugee rights a reality.



Photo: Michelle Arevalo-Carpenter

Our CR strategy in detail

Aligning CR with our business

Clifford Chance is built on the expertise, enthusiasm and energy of thousands of highly talented people around our international network. We believe that, as an industry leader, we have a duty to run our business responsibly and to use our collective expertise and energy to benefit those less fortunate than ourselves. By aligning our business strategy with our CR goals, we are building a sustainable programme of activity that is making a significant and positive impact on both our firm and the communities in which we operate.

Our CR strategy is focused on three principal areas where we believe we have the greatest impact

Area	Vision	Rationale
<p>People</p> <p>Read more on p10</p>	<p>To achieve greater diversity and invest in talent by recruiting and developing the best people</p>	<p>Our people drive our firm's success. The quality of the people within the organisation, along with the diversity of viewpoints, will ensure we remain connected with our clients and at the forefront of our business.</p>
<p>Community</p> <p>Read more on p16</p>	<p>To enhance our contribution to the communities in which we operate</p>	<p>We focus our efforts on three themes, where we have professional expertise and where our diverse mix of specialists across many disciplines can make a difference to the communities where we live and make our living: widening access to justice, to finance and to education.</p>
<p>Environment</p> <p>Read more on p22</p>	<p>To be an industry leader in how we measure and manage our own environmental impact and be at the forefront of finding legal solutions for our clients to facilitate the implementation of sustainable energy technologies and projects</p>	<p>We advise clients on their environmental obligations and influence policy at a global level. We should therefore aim to be a leader in our industry in how we measure and manage our own environmental impact.</p>

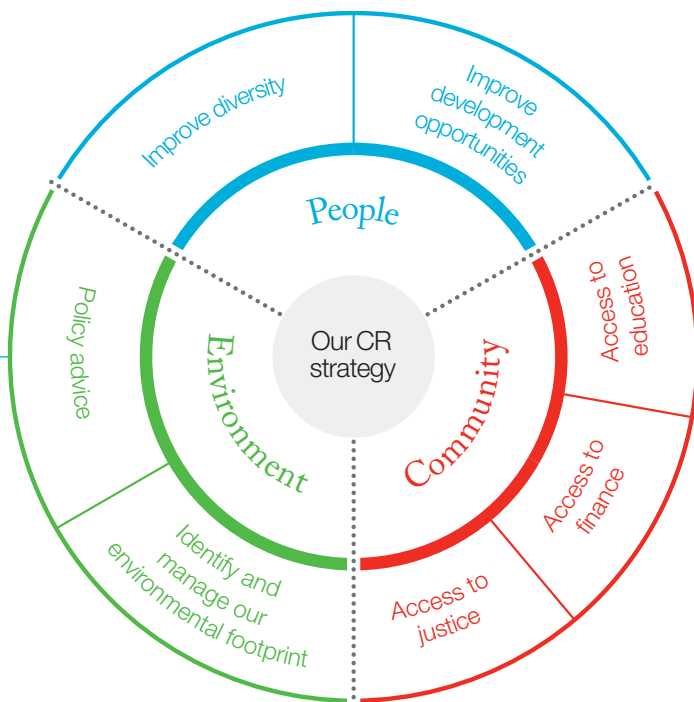
Aligning business and human rights

We are proud to have a leading business and human rights practice. Our professionals have been involved in shaping policy, law and regulation in the area for more than a decade, as well as advising clients in both the public and private sector.

As a firm we have agreed to support and respect internationally recognised human rights, both as part of our commitment to the UN Global Compact and, specifically, in support of the UN Guiding Principles on Business and Human Rights.

We seek to achieve measurable improvements against targets set and reviewed annually at senior management level (see p26 for details)

Our CR programme connects with and reinforces the critical components of our continued success



Our CR strategy supports our [ambition](#) to be regarded as the leader of the elite group of international law firms.

Our CR strategy cements the close and trusting relationships we seek with [clients](#) as we work together to support our local communities.

Our CR strategy helps us to retain and attract the kind of [people](#) we need and develops their skills by broadening their experience and horizons.

Our CR strategy in detail

How do we engage stakeholders?

The effective management and development of our business requires us to maintain regular, two-way dialogue with a wide range of stakeholders. As an integral part of our business strategy, CR forms an important component of that engagement: we must make clear what our CR goals are and how we will achieve them, and we must listen to others to ensure that our CR programmes stay in tune with the needs of our stakeholders and are designed to deliver optimal results.

Community Partners/NGOs

Engaged through:

- > Regular updates
- > Relationship reviews
- > Networking events

Government/Regulators

Engaged through:

- > Briefings
- > Surveys
- > Delegations
- > Regulatory advice and dialogue

Academic institutions/think tanks

Engaged through:

- > Research projects
- > Academic articles and books
- > Publications
- > Teaching and lecturing
- > Conferences and seminars
- > Tailored executive education
- > Recruitment activity
- > Sponsorship

Partnering with NGOs

We believe that a strength of the firm lies in its ability to provide coordinated legal services to international non-governmental organisations (NGOs). Last year we developed a new model of global strategic partnership to enable us to support what we regard as some of the best NGOs in the world, operating within our themes of widening access to justice, finance and education. These new global strategic partners will be chosen for their ability to make a difference and their alignment with our CR goals and at the same time, we hope, will provide opportunities for offices around our network to become involved in supporting them. Partnerships have already been developed with Fair Trials International as well as with African Prison Project (see p8), Asylum Access (see p3) and Human Rights Watch.

“I have been delighted to lead the firm’s relationship with Fair Trials International from our Warsaw office. Last year I coordinated the firm’s work on FTI’s report on pre-trial detention in the European Union which involved 17 lawyers from 10 of our European offices, and which was launched at the European Parliament in November. It is indicative of how I see this type of relationship developing that we were also able to provide financial support to the project through the Clifford Chance Foundation and print the report in-house, at the same time as sending lawyers from our London office to FTI’s regular advice clinic. In other words, I hope that by providing a range of pro bono services from across the Clifford Chance network, we will be able to make a real difference to what outstanding NGOs like FTI are able to achieve for their clients.”

Bartosz Kruzewski Partner, Warsaw

“Fair Trials International has received considerable pro bono support from Clifford Chance for some time, which in itself has been of great assistance. Clifford Chance’s invitation to become one of their global pro bono clients takes things to another level. Being able to draw on a wide range of their legal and business services expertise across their global network really will make a difference to what we as an organisation can achieve.”

Jago Russell Chief Executive, Fair Trials International



Alumni

Engaged through:

- › Online portal
- › Networking events
- › Alumni yearbook
- › Newsletters

Employees

Engaged through:

- › Firm-wide and local office newsletters
- › 'Open forum'/town hall' meetings
- › The appraisal process
- › Match-funding support for fundraising
- › Informal briefings with management and NGO partners

Recruits

Engaged through:

- › Campus presentations
- › Feedback forms
- › Research and surveys
- › Focus groups
- › Vacation placements
- › The application process

Media

Engaged through:

- › Briefings
- › Regulatory updates
- › Press releases
- › Roundtables
- › Cultural events

Clients

Engaged through:

- › Relationship meetings
- › Client research
- › Deal reviews, pitches and proposals
- › Capability statements
- › Our website
- › Events
- › Briefings

Partners

Engaged through:

- › Management updates
- › Dedicated partners' intranet site
- › Partners' meetings
- › Business and financial update calls
- › Consultation and votes

Helping 100,000 People – everyone counts

“When I joined our local CR team, I had a vague idea about community service. But it all changed the first time I went to help with a drawing contest at a school for underprivileged children in one of the villages. It was an unforgettable experience. Since then, I have been able to use my professional experience in project management to coordinate and manage several programmes targeting education for these children. While organising these events, I also had the chance to revive my own childhood interest in art and craft. The fact that what we do has helped some of the children to join proper schools for a mainstream education gives me a great sense of fulfilment. And the way these kids smile and cheer every time we visit them makes me want to go back for more.”

Reema Borborah Projects Group, Global Shared Service Centre, New Delhi

Our new initiative to help 100,000 people through our community outreach and pro bono work over the next three years is designed to galvanise activity across the firm, inspiring even more people to get involved in our CR programme by bringing to life the impact that we have on the people we help. It was kicked off with a high-profile firm-wide launch.

Partnering with clients

Integrating community volunteering and pro bono work into our relationships with clients is increasingly important. This collaboration strengthens existing connections between our organisations and, together, we often find we make a more valuable contribution than we might individually. CR activities last year with RBS provide a good example: RBS and Clifford Chance lawyers worked alongside each other on pro bono support for Asylum Access and jointly delivered a Raising Aspirations day, where students were given an insight into the variety of career opportunities available within businesses like RBS and Clifford Chance.

“The Raising Aspirations Days are a fantastic way for RBS Legal and Clifford Chance to meet local London sixth formers in a lively atmosphere to talk about careers. During the day, we share our own stories with the students and provide practical guidance and career tips. We encourage the students to aim high and to achieve – no matter what their background. We thoroughly enjoy being a part of this programme.”

Leonie Fleming General Counsel, Corporate Banking Royal Bank of Scotland, GRG and Ulster Bank





Clifford Chance Access to Justice Award 2012

A desperate struggle for justice

In Uganda, it's estimated that some 60 per cent of inmates are awaiting trial and haven't been convicted of an offence. Many will languish for years, facing torture, forced labour, even starvation. The African Prisons Project (APP) offers hope by supporting prisoners in Uganda, Kenya and Sierra Leone in four main areas: healthcare, education, community integration and justice.



Above (right): Alexander McLean, APP

APP's life-changing work has received a boost thanks to the second annual Clifford Chance Access to Justice Award. As winners of the 2012 award – which aims to bring equal treatment before the law to the world's most vulnerable people and communities – APP received £50,000 through the Clifford Chance Foundation and 500 hours of pro bono and volunteering work from people within the firm.

APP's mission quickly caught the imagination of people across Clifford Chance. Entry-level lawyers are providing support to four inmates, one ex-prisoner and three prison staff who are all undertaking distance learning courses in law at the University of London, with fees for their courses paid for with some of the Access to Justice Award prize money. PR, Marketing, IT and Projects teams are getting behind APP as well, for instance by helping the charity to reach more donors and supporters by helping APP develop and execute their social media strategy.

APP is also using the funds to support 'Catalyst Crate', a starter pack with a range of standardised worksheets, information and equipment to help APP staff improve prison life. The £50,000 goes toward the training of APP staff on how to implement the Crate in different prisons and establish prison libraries.

The majority of prisoners that APP serves have never met a lawyer. Many will spend years, or sometimes decades, waiting for trial in filthy, crowded conditions, without access to adequate nutrition or healthcare, let alone books or education.

APP provides prisoners with counselling and guidance on legal issues, and works to improve legal libraries and help inmates complete legal programmes by correspondence. APP also trains paralegals, lawyers and members of the judiciary, and helps academics conduct research into justice in Africa. The support from Clifford Chance is enabling APP to expand these efforts.

“Countless prisoners in Africa are stripped of their rights and human dignity, and left to rot. This support from Clifford Chance helps APP restore hope to their lives.”

Alexander McLean APP founder and director

The brief of the Clifford Chance Access to Justice Award is to look for organisations that help individuals, groups or communities to preserve or secure rights to the basic necessities of life.

“The African Prisons Project does exactly that – and more,” Senior Partner Malcolm Sweeting says. “Their innovative and thematic approach to meeting this goal is very much aligned with our own, and we are excited to be helping such a worthy cause.”

People



Anand Saha
Partner, São Paulo
[read his story on](#)

p12

Meaningful careers

Our development programmes reflect and, wherever possible, anticipate the changes we see in the world around us. They also drive Clifford Chance's multicultural, international mindset.

The legal sector is competitive and to succeed we must recruit and invest in the best talent available. That means individuals with outstanding legal expertise – business-minded team players who will together ensure that we consistently deliver the highest quality, most insightful advice to clients in the most efficient way.

The collaboration that is at the heart of our firm is not just internal. It is a hallmark of how we work with clients, involving clients and their perspectives in our learning programmes, exchanging sector views and thinking with them to develop new approaches to the complex and critical business, financial, regulatory and risk challenges they face.

Some highlights

60,000

hours of training investment
in 2011/12

92%

Clifford Chance Academy
courses satisfaction rate

15.3%

female partners

People

Nurturing talent

“Our aim is to be regarded as one of the world’s leading professional service organisations. To get there, we need to invest in all our people, wherever they are,” explains David Childs, Managing Partner. The three members of the firm profiled here exemplify that investment and make Clifford Chance a brighter business by being part of it.

Anand Saha

Partner, São Paulo (*pictured, previous spread*)

Anand Saha joined the firm in London, in 2001, and qualified in 2003. The final seat of Anand’s trainee rotation was a six month placement in New York. Before long, Anand was a US-qualified capital markets lawyer embedded in New York and in 2012 Anand became a partner in São Paulo.

What inspired you to apply to Clifford Chance?

When initially considering my options, I read of the firm’s game-changing mergers in the US and Germany in 2000 – so Clifford Chance’s business ambitions inspired me as much as the opportunity to develop a legal career at a leading firm with global coverage.

What was the appeal of staying in NYC?

It’s an amazing place to work, but I was persuaded to stay for experience reasons. The US remains a key source of liquidity in global capital markets, whether you’re in Asia, Europe or the Americas, so I jumped at the opportunity to remain at the cutting-edge of new market developments in New York.

How would you describe the training and development?

For five years I was a member of the Hiring Committee in New York. Amongst the hundreds of candidates I interviewed, the quality of our business training and mentoring was consistently rated as a motivating factor by potential recruits – it sets us apart. Clifford Chance ranks in the top 10 of US law firms for quality of training, an exceptional performance in a highly competitive market.



Simon Fletcher

Senior Project Manager, Riyadh

Simon Fletcher joined the firm in 1998 – from day one showing the leadership that helped him progress through new opportunities in a career that typifies the firm’s globalisation and professionalisation. He has moved through London, New York and Dubai, in a range of senior manager roles that have included Head of Americas Business Development, Secretary to the Partnership Council and setting up the Clifford Chance Foundation.

How did Clifford Chance pitch the role to you before you joined?

At interview I was told that I would be part of a world leading practice, within a firm that aimed to lead the elite, and that because this was Clifford Chance, I would be involved in shaping the legal industry. I was sold on that idea from day one.

What training opportunities have helped you?

I attended the Harvard Leadership Course in New York and more recently the senior managers executive education programme at Saïd Business School, Oxford. I have also run several training programmes – including recently a course for the senior associates in Abu Dhabi.

What does CR mean to you?

It’s about Clifford Chance and its communities working together to deliver shared value. I’m incredibly proud of my work with the Clifford Chance Foundation. We set out with a vision to build a school. Three years down the line, we have built seven schools in Africa and educated 33,000 underprivileged children in India.



Ruby Zhou

Senior Associate, Shanghai

Ruby qualified as a lawyer in the Banking & Finance team in Clifford Chance Shanghai in 2006, having first worked for the firm as an intern whilst studying at Fudan University in Shanghai, and then moved into the Corporate practice. Clifford Chance sponsored Ruby to attend her LLM at Harvard University in 2009 where she attained her New York Bar qualification. Ruby completed a half year secondment in Hong Kong in 2007 and completes a year-long secondment in London, in November 2012.

What was the first instruction you advised on?

The project financing of the Shanghai World Financial Centre, one of the world's tallest buildings. The work has stayed with me. In 2011, I was advising the client again, this time on selling certain floors in the tower to Chinese investors.

What did your LLM give you?

The confidence, when I went back to Shanghai, to offer a more international perspective in explaining offshore documents to Asian clients. Studying at Harvard, I also grew my network. And it was a boost when China Managing Partner, Stephen Harder, gave a presentation to the Law School while I was there.

What else has contributed to your development?

Clifford Chance has built a great knowledge system – a system I use and contribute towards daily, and all the Clifford Chance Academy courses I attend help me to lead clients through the issues and challenges they face.



People

Powerful legal solutions

Energy sector insights

The pace of change in the global economy demands that we expedite the exchange of experience across borders, through development opportunities that also focus on the key sectors in which our clients work.

The Clifford Chance Academy's dedicated annual training session on the Energy sector for senior associates, held in Düsseldorf, brings lawyers together from across the firm.

Topics covered include renewables, business opportunities and new legal frameworks that are churning up the sector's regulatory landscape.

A client presentation on new developments in the industry, together with a visit to a local power plant, ensured that discussions were all the more insightful by being based on time at, and views from, the coalface.

Never stop learning

The Clifford Chance Academy

5,127

participants in the Academy's global curriculum

11%

increase on the previous year

Global learning, cross-border skills

At Clifford Chance, our aim is straightforward – to be at the forefront of the emerging elite group of international law firms. Clearly, we can only achieve this if we give our clients an excellent quality of service. That means having outstanding lawyers at every level of the firm with profound technical knowledge, excellent business and management skills, and the appetite to improve by constantly learning more.

Legal training is provided alongside 'on-the-job' development opportunities, with local courses complemented by regional and global programmes to give a fully international perspective on the issues our clients encounter. As importantly, the Clifford Chance Academy helps build management, people and client skills, supporting progress and development in the business of the firm and the management of our client relationships.

Much teaching takes place in the classroom, involves clients, and provides opportunities to learn alongside colleagues from other Clifford Chance offices. This is complemented by a fast growing portfolio of popular e-learning modules and online lectures.



Diversity is business critical

We take great pride in the diversity of our firm

Our continued success is furthered by our people being able to deliver a diverse range of viewpoints and solutions – the fresh perspectives that are vital to giving our clients a competitive edge.

Clifford Chance provides opportunities for people based upon merit and regardless of background, and we continuously strive to ensure there are no barriers to equality of opportunity. We are intolerant of people who act in ways which harm this aim.

We believe that promoting diversity means creating an inclusive work environment where everyone has the opportunity to succeed without obstacles based on their gender, marital status, race, colour, national or ethnic origin, disability, religious belief, sexual orientation, age or any other basis prohibited under applicable law.

We undertake to explore creative means for finding and cultivating those individuals with the potential to develop valued skills and qualities and for continuing that development throughout their career with the firm.

Ethnic minorities

Partners*

NY/Washington DC	2.9%
London	6.1%

Lawyers*

NY/Washington DC	28.9%
London	13.1%

Business Services*

NY/Washington DC	42.8%
London	12.2%

* self-reporting as ethnic minority

Gender diversity

Gender imbalance is not unique to Clifford Chance. But addressing it is our collective responsibility. To do so we are focusing on seven key themes: policy, transparency, objectivity, education, mentoring, networking and role models.

There are a number of concurrent initiatives around each of these themes, at both a global and local level. Some of these initiatives are more observable, such as panel presentations, invitations to networking events, Open Forum discussions, training for the Management Committee and the allocation of a career development partner to every associate globally.

To be successful we must be transparent in our statistics, objective in our processes and provide the tools and support that people need. We need to ensure that recruitment, appraisal and promotion processes are built around objective and globally recognised criteria.

The continuous examination by management of the numbers – and requiring an explanation of the gaps between recruitment, attrition and experienced lawyer representation versus the partner slate – is some of the most important work we can do. This also enables examination of regional differences and local challenges, for example, highlighting where imbalance particularly starts to evidence itself in career paths.

We are making incremental progress – small steps in the right direction, as we continue to strive hard to reach our goal of 30 per cent women partners.

Gender balance – firm-wide data

	2012	2011	2010
Partners % Female	15.3%	14.5%	14.8%
Other fee earners % Female	49.1%	49.0%	48.6%
Business Services % Female	70.5%	68.4%	69.4%

Community



Chance for Children
with Save the Children

[Read the story on](#)

p18

Global initiatives

1, 2, 3. Counting...

It isn't difficult. Yet for 33,000 children in the poorest areas of Delhi, this age-old process would have remained unintelligible had it not been for the Clifford Chance Foundation's three-year partnership with Save the Children.

The initiative is just one of the ways in which Clifford Chance's community work improves the lives of many. Under the guidance of the Clifford Chance Foundation, and through the investment of time and teamwork with clients, colleagues and alumni, our access to justice, access to education and access to finance activities are life changing.

Our 'giving' combines funding, legal advisory and volunteering efforts to have a lasting impact amongst the global communities in which we work and live.

Some highlights

£17.04m

time cost value of lawyers' pro bono and community hours

105

partners sitting on not-for-profit boards

200

charities in 60 different countries supported by the Clifford Chance Foundation since its launch

Community

Opening closed doors

The firm invested more than 50,000 hours of time and £1 million in supporting access to justice, access to finance and access to education initiatives in 2011/12.

Behind this figure was good progress towards meeting the targets we set ourselves, including a 21 per cent increase in the number of hours contributed by our business services teams as well as a good uptick in pro bono and volunteering time across our German offices.

50,324

pro bono and community hours invested by lawyers

4,033

community hours invested by business services staff

£1m

of Clifford Chance Foundation funds committed in 2011/12

However, while participation in our CR programmes remains high (for example, 73 per cent of lawyers in the UK and 88 per cent in the US are actively involved) the total number of hours contributed by the firm decreased this year.

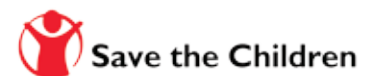
The reasons are varied and, in the UK, included the closure of Law For All, the not-for-profit solicitors with whom we had delivered the bulk of our pro bono social welfare law services over the last 10 years. This coincided with extremely high levels of client activity in some of our key regions such as Asia Pacific and the US which has absorbed resources.

Global strategic partnerships

Our global CR Committee is looking at how we can ensure that the hours contribution from the firm resumes its upward trend in the coming years. Critical to achieving this will be our new global strategic partnerships with a number of NGOs (see p6).

All of these relationships will be led by our partners, an important factor in helping us to meet our goal of increasing partner visibility and leadership in CR activities, which is so important in setting the tone across the firm.

Chance for Children



Counting on Clifford Chance

In May 2009, Save the Children and the Foundation launched a three-year partnership – ‘Chance for Children’ – to give disadvantaged Indian children a better education. In the poorest areas, 29 per cent of fourth year students cannot read a basic text, whilst 15 per cent cannot count to 100. Over the last eight months, significant strides have been made towards providing 33,000

vulnerable children in Delhi with a better quality of education. To this end, children’s groups have now been set up in 50 schools, providing children with an important voice in the development of school plans. Furthermore, all 50 schools now have child protection committees, with 18 having a functioning resource centre providing a stimulating learning environment.



Helping 100,000 people

The continued economic uncertainty and hardship faced by many means it is all the more important for us to make volunteering opportunities available to people within the firm, and to work alongside clients and alumni in our community efforts – ambitions represented in our CR goals (see p26). This desire to engage and motivate as many of our people as possible, has been central to the launch this year of our Helping 100,000 People initiative (see p7) which is creating a buzz around the new opportunities for our people to get involved, engaging in projects such as those highlighted on the following pages.

Joint efforts, common ground

Working with more clients on CR initiatives is a key target for Clifford Chance. In 2011/12 we enjoyed the opportunity to combine efforts with 27 client organisations, up from 19 the previous year, creating new chances in communities where we and our clients see opportunities to create social value by sharing skills, resources and expertise.

Clifford Chance Foundation – distributing the donations

The Clifford Chance Foundation funds include approximately £1 million per annum in addition to any charitable giving that individual offices currently undertake. The funds are split between three separate areas of community activity: access to education, access to justice and access to finance.

Since the Foundation's launch, donations have been made to more than 200 different charities in 60 different countries. For instance, the Foundation is the driving force behind the firm's Access to Justice Award (see p8 for more); is funding a joint initiative with Clifford Chance's relationship law firm in Vietnam, VILAF and Standard Chartered Bank Vietnam to renovate and improve the educational facilities at an orphanage for severely mentally and physically disabled children in North Vietnam, and has donated generously to disaster relief efforts co-ordinated by Save the Children and International Rescue Committee in East Africa, following severe drought.

Working with clients to help victims of crime

Goldman Sachs/My Sisters' Place in New York

For many years, our New York office has partnered with My Sisters' Place (MSP), providing pro bono legal services, funding for a full-time legal fellow, and hands-on volunteer assistance at their shelters and facilities that support victims of domestic violence and abuse. Last year, the firm demonstrated its long-term commitment to MSP by developing a new pro bono partnership with Goldman Sachs in which two-person teams, comprising Clifford Chance and Goldman Sachs lawyers, participated in several MSP U Visa clinics. The Goldman Sachs employees volunteered for the MSP U Visa clinics as part of Community TeamWorks, the firm's global volunteer initiative that encourages employees to take a day out of the office and spend it volunteering with local non-profit organisations. The U Visa grants legal immigration status to immigrant crime victims and within three years the possibility of obtaining a green card.



Left: The Foundation funded the building of three new classrooms at the David School in the rural Koya District of Sierra Leone. The classrooms were opened on 25 November 2011, creating 100 new places and enabling the School to open its doors to secondary schoolchildren for the first time.

Community

Access to education

Access to education presents opportunities for all members of the firm, including those without a legal training, to help others.

There is a huge variety of work happening all across the firm in support of this theme with partners, lawyers and business services often working together on long-term commitments. The examples here are just a flavour of these many projects.

Dubai

In Dubai, the adoption of the Special Needs Family Children Development Center (SNF) as our chosen charity brings the office together, in providing vital volunteering and financial support.

London

A reading and numeracy programme in London with Shapla Primary School has been running since 1995, helping more than 1,000 children with their literacy and numeracy.

Shanghai

In Shanghai, the Clifford Chance Jiu Long Scholarship offers students from underprivileged backgrounds financial support and encouragement, as well as internship opportunities in our Shanghai office.

Tokyo

After the earthquake in Japan on 11 March 2011, our Tokyo CR team was determined to help rebuild communities torn apart by disaster. They drove and channelled more than £100,000 in donations by members of the firm and the Foundation to support relief efforts, and took part in the Kizuna High School project – a mentoring and support programme for more than 100 high school students from the Tohoku region, many of whom had lost immediate family in the disaster.

Access to justice

Providing access to justice, from the Americas to Europe and the Middle East, in Asia Pacific and in Africa, means using our advocacy talents to see the rule of law upheld as well as giving citizens essential, legal advice.

Our lawyers spend years honing their skills and their involvement in this work ensures that a wider range of individuals, many of whom may not otherwise be able to access any legal support, benefit from their expertise. Our lawyers also find the work rewarding in terms of their own personal development.

Italy

In Italy, we provided legal assistance to 'Thalidomidici Italiani onlus', negotiating with the Italian Ministry of Health to pass a law in favour of victims obtaining damages, invalidity allowances and pensions.

Sydney

Our team in Sydney is supporting Public Interest Law Clearing House's (PILCH) Offshore Asylum Seekers' Project. In 2011 the High Court of Australia handed down a judgment which held that, in certain

circumstances, individuals in immigration detention have a right to judicial review of decisions to refuse them refugee status. Around 1,000 such detainees in Australia now have a right to review. Partners Diana Chang and Tim Grave, and a number of associates with assistance from business services staff, have worked on several referrals from PILCH on applications for judicial review in the Federal Magistrates Court and appeals to the Federal Court of Australia.

US

In the US, we worked alongside Equal Justice Initiative on a case before the Supreme Court of the United States, which handed down an historic decision in joint cases *Miller v. Alabama* and *Jackson v. Arkansas*, ruling mandatory sentences of life without the possibility of parole, unconstitutional for juveniles convicted of homicide.

Access to finance

By widening access to finance, we use our resources and financial legal advisory skills, particularly in the field of microfinance.

In addition to working on the high-level development of effective microfinance structures and the implementation of microfinance projects, our teams of lawyers and business services staff also provide support and advice to people in our communities who find themselves vulnerable as a result of a lack of financial understanding or as they face additional economic pressures in these more straitened times.

France

Entrepreneurs du Monde (EdM) is a non-profit organisation founded in 1998, based in France. The Foundation is funding a new

EdM project in Togo which will provide financial, technical and operational support to local microfinance institutions, with the project set to benefit 5,000 people.

Russia

In Russia, Clifford Chance co-supports with Citi Group Foundation the Russian Microfinance Center, which is devoted to raising financial literacy of low-income families and improving their access to financial services.

Access to education

Singapore shelter offers hope

Casa Raudha is a women's shelter in Singapore that provides shelter and care to abused and homeless women, empowering them to be more confident and self-reliant. The shelter accommodates 50 residents, some of whom come to Casa Raudha with their children.

Casa Raudha gives the women space to rebuild their lives. To help in this, Clifford Chance has sponsored a computer and reading room, providing financial support and IT guidance on buying the right equipment.



The Clifford Chance team in Singapore runs a number of volunteering initiatives to make the day go better for children at the centre. They have included an art class, which inspired a series of works displayed at the centre's official opening, and practical support for a kitchen garden.

“This will make a huge impact. The women can use the computers to write CVs and look for jobs. The children will have somewhere for homework and reading.”

Casa Raudha



Access to justice

Community Links in London: Combined resources bridge the gap

Community Links provides a range of services for children, young people and the elderly throughout the London Borough of Newham, one of the most deprived areas of the UK. Withdrawal of local authority funding of advice services and significant reductions in the national legal aid budget made it difficult for Community Links to sustain its advice services this year, at a time when demand for them was increasing because of the economic downturn and changes to the welfare system. Clifford Chance provided 1,600 appointments at the two free weekly advice clinics it ran and funded at Community Links and so made a significant contribution to the vital work that the organisation does to secure access to justice for local people.



Access to finance

Macro effort = microfinance

Clifford Chance's thriving relationship with Citi Microfinance, combined with its involvement in their award-winning programme, has culminated in Clifford Chance becoming Citi's law firm of choice for microfinance projects.

Clifford Chance was involved in Citi Microfinance's award winning (Business in the Community Award for Excellence 2012) programme of embedding microfinance into

their core business. Our London and Washington, DC offices provided crucial representation to Citi for many of the loans used within the programme, in jurisdictions including Honduras, Romania, Jordan, Uganda and Turkey.

The programme has helped 333,000 micro entrepreneurs, 84 per cent of them women, in 16 countries, with an average loan size of \$414.

Environment



Sustainable energy

Lake Kivu, Rwanda

[Read the story on](#)

p24

Resourceful approaches

We continue to take a leading role in renewable energy and clean tech projects the world over, using our deepset sector knowledge and experience to help our clients while managing the environmental footprint of our own business activities.

Our commitment to reducing our impact on the environment extends to day—to-day life at Clifford Chance. We have set ourselves a number of ambitious targets to reduce our environmental footprint.

Some highlights

-33%

reduction in CO₂ emissions per FTE from 2007/08 baseline

-21%

reduction in paper consumption from 2007/08 base line

Tier 1

Clifford Chance ranked Tier 1 for Environment: Climate Change in *Chambers UK* 2012 and No.2 worldwide in the *PLC Which lawyer? Environment Super League* 2011

Environment

Advising clients on sustainable solutions

Clifford Chance is advising clients across six continents on new green initiatives, climate change, and sustainability issues in various contexts. They include offsetting and carbon reporting, building climate change and sustainability elements into commercial property projects and transactions, and the development of low carbon and renewable energy projects.



The Green Deal

The Green Deal initiative is one of the first of its kind anywhere in the world, and is being set up by the UK Government with the aim of improving energy efficiency in the UK for personal homes and businesses. A London-based team is advising an industry-led consortium which has signed a memorandum of understanding to develop a plan for The Green Deal Finance Company (GDFC), a not-for-profit organisation, which will be helping to finance the initiative. The Green Deal will come into effect from October 2012, and is innovative in providing secured up-front financing for energy efficiency improvements which will be repaid through savings on energy bills.



More natural power to Peru

Our US team advised the International Finance Corporation (IFC) and a group of commercial banks in connection with the US\$400 million financing for the construction, completion, ownership and operation of the 168MW Cheves hydroelectric project in Peru, which is being developed by SN Power.

Solar innovation for Spain

A team of Banking, Finance and Real Estate lawyers advised BayernLB, Commerzbank and Rabobank on the limited resource debt funding of the 30MW Puerto Errado 2 thermal solar power plant in Murcia, Spain. The plant, which was completed in February 2012, is the world's first utility-scale Linear Fresnel concentrated solar power (CSP) plant. The plant produces around 50 million kilowatt hours of electricity a year – enough to power almost 12,000 households.



Dahanu Solar Power Plant

We advised US Ex-Im Bank in connection with a direct loan to the Dahanu Solar Power Limited sponsored by Reliance Power Limited to finance the purchase of 49MW of photovoltaic cells from First Solar, Inc.

Efficient energy in Kibuye, Rwanda



Clifford Chance's Africa Group is advising on the financing of a 100MW power plant, marine landing site and related methane gas extraction and production facilities in Kibuye, Lake Kivu, Rwanda.

The Africa Power Deal of the Year 2011 (*Euromoney Project Finance Magazine*) will raise and process methane gas trapped deep in the waters of Lake Kivu for use as fuel to generate critically needed electricity for the people of Rwanda, mitigating the environmental hazards associated with the natural release of these gases and reducing the risk to the two million people who live around the lake.

Environment

Minding our own footprint

The environment arm of our CR strategy combines global targets and consistency of commitment with local initiative and creativity, to make us more efficient in our consumption of energy and resources. Addressing our footprint can be especially challenging as the geographic spread of our business and the variety of office sizes, ownership status and tenancy agreements make a 'cookie cutter' approach impractical. Despite these challenges, CO₂ emissions per office have fallen by 55% since we launched our environmental targets in 2007/08, through the enterprise and drive of teams and individuals around the firm.



Green IT

Our most recent CR Award winner in the Environment category, an IT group from London and Paris, has worked over the last few years on three initiatives: reducing our number of servers, introducing new energy-efficient monitors, and using desktop power management. They have already reduced our energy consumption by 70 per cent and collectively, once complete, these initiatives will reduce the firm's carbon footprint by over 1,500 tonnes per annum. That is the equivalent of running nearly 50,000 PC monitors a year and is significantly contributing to our annual reduction in CO₂ emissions.



Practical interior design

In connection with the major refurbishment of our Washington, DC office, a number of environmental initiatives were put in place, including reusing more than 82 per cent of furniture, installation of energy star appliances, and wood obtained from FSC sources. Water-conserving plumbing fixtures were installed, reducing water usage by more than 20 per cent. A building-wide recycling system was also set up allowing occupants to recycle all paper, plastic, metal (aluminium cans), glass and cardboard items. The buildout project was awarded LEED (Leadership in Energy and Environmental Design) Silver certification by the US Green Building Council.



Tackling change

Abu Dhabi has the highest carbon footprint and water usage per capita in the world. Our office there has a number of initiatives to help tackle that figure and a recent move to new premises on Al Maryah Island has done nothing to diminish that ambition. At the new location the office continues to recycle all paper, and has successfully made provisions to recycle aluminium and plastic materials. Recycling efforts are encouraged through a continuous communication campaign. The team is also involved in the organisation of Clifford Chance's participation in Earth Hour (see p3).



Support for Fair Climate

Each year our Amsterdam office measures its environmental footprint and chooses a charity project to offset its carbon emissions against, allowing the office to state that it is climate neutral. Not only do the projects compensate for the office's emissions, but they also help improve living conditions for communities in developing countries. This year's chosen project was Fair Climate Fund's Basa Magogo Cookstoves, an initiative which helps improve the living standards of 40,000 families by teaching them how to use more efficient cooking methods. With 90 per cent less in-house smoke created, living conditions are improved and, by using 50 per cent less coal, the impact on the environment is greatly decreased.

'Greenovation' for Frankfurt

In the wake of ongoing renovation work, our Frankfurt office has introduced a number of environmental initiatives. For example, movement sensitive lighting has been fitted on all floors along with automatic ceiling lighting which switches off after 10 minutes.



Our progress in 2011/12

Driving forward our CR strategy is a set of targets which help us to understand the progress we are making against our goals, and to ensure we maintain momentum. These targets are reviewed throughout the year by senior management and are shared with staff and other stakeholders annually.

Governance target: Increase partner visibility and leadership in CR activities

Action:

Increase the number of partners who are trustees or directors of not-for-profit organisations and/or the number of partners leading pro bono relationships

Progress:

105 partners sat on not-for-profit boards (2011: 70 partners)

55 partners leading relationships with not-for-profit organisations (2011: 38)

Governance target: Increase engagement with our people

Action:

Increase the number of pro bono and community hours recorded globally (excluding London) by 5% per lawyer FTE, vs 2010/11 figures

Progress:

Average number of pro bono hours recorded globally per lawyer FTE: 16.7 (2011: 18.8)

Maintain the number of pro bono and community hours recorded per lawyer FTE in London vs 2010/11 figures

Average number of pro bono hours recorded in London per lawyer FTE: 32.7 (2011: 34.7)

Increase the proportion of lawyers undertaking pro bono work across the firm to 60% by the end of 2013/14

48% lawyers undertook pro bono work, with highs of 88% in the US; 73% in London and 72% in Tokyo (2011: 53% lawyers undertook pro bono work)

Review global targets across all community and pro bono activities

Targets reviewed by global CR Committee and approved by Management Committee. These are set out opposite

Continue to run awareness-raising programmes around all aspects of the CR strategy

A number of significant awareness raising initiatives, including: our annual CR Awards, World Environment Day, Earth Hour, women's networking initiatives in multiple offices, staff events with charity partners to encourage involvement and the launch of our new Helping 100,000 People initiative, designed to increase engagement

Business alignment target: Embed CR into client relationships

Action:

Increase the number of pro bono/CR initiatives in which we partner with clients

Progress:

37 collaborations with 27 clients (2011: 31 collaborations with 19 clients)

Embed CR into our global alumni programme

Launched information sheet on alumni participation in CR programme at alumni event in June 2011

Included pro bono and community outreach section in Alumni Yearbook

Developed mechanism for capturing time contributed by alumni to CR programme

Facilitated extension of indemnity cover to retired alumni carrying out pro bono work

Raise awareness amongst the global business development (BD) community and associates about how the firm can partner with clients on CR

Global BD and CR teams developed information-sharing system to raise awareness across the firm of how to develop CR collaborations with clients

People target: Achieve a more diverse partnership

Action:

Facilitate management training across the partnership in support of 30% female partners ambition

Progress:

Percentage of female partners 15.3% (2011: 14.5%)

Induction course for new partners updated with additional focus on diversity

People target: Achieve a more diverse staff population

Action:

Further roll-out diversity training across the firm

Progress:

Senior associate course updated with additional focus on diversity

Induction programme for all new employees now includes diversity information

London trainee induction updated to include information on diversity and on the firm's networking groups

Environment target: Every office to achieve minimum standards by 2013 in every category; offices achieving the minimum standard to maintain progress

Action:	Progress:
Every office to purchase 10% of energy from renewable sources where available by 2013	The following offices obtained some/all of their energy from 'green' sources: Amsterdam, Düsseldorf, Frankfurt, Munich and Luxembourg (100%) and London (5%). From May 2012 London is purchasing 100% from green sources
Every office to reduce CO ₂ emissions by at least 3% per employee from 2007/08 baseline	Total CO ₂ emissions per FTE have fallen by 33% since 2007/08 to 5.29 tonnes (2011: 5.55 tonnes per FTE) Total CO ₂ emissions per office have fallen by 55% since 2007/08, including a 6% decrease over last year
Every office to recycle at least 25% of all general waste	19 offices met or exceeded the target for cans; 25 for plastics; 29 for IT hardware; 24 for batteries; 29 for toner cartridges; 27 for lightbulbs; 25 for cardboard; 23 for glass (2011: 19 cans; 20 plastics; 27 IT hardware; 24 batteries; 28 toner cartridges; 22 lightbulbs; 24 cardboard; 20 glass)
Every office to recycle at least 30% of office paper waste	30 offices are now meeting at least the minimum requirement of 30% recycled paper
Every office to reduce paper use by 10% per FTE from 2007/08 consumption	Paper consumption has fallen by 21% since 2007/08
Every office to ensure at least 10% of paper has at least 30% post-consumer recycled content or comes from FSC or other internationally recognised certified sources with a local carbon footprint	20 offices are now exceeding this target (2011: 17 offices)
Work with key suppliers to understand, manage and reduce the environmental impacts of our purchases	Piloting a third party application to capture suppliers' environmental credentials, enabling us to track their performance and reflect this in our contract management process Work continues in evaluating new suppliers against our environmental remit
Monitor business travel in each office	Seeking to reflect this in the application referred to above

Further data relating to our CR performance and our GRI report can be found on our website at www.cliffordchance.com/cr

Corporate responsibility targets for 2012/13

Vision:	Target for 2012/13:
To enhance the pro bono and community outreach contribution we make to the communities in which we operate	Achieve 51,000 pro bono hours in 2012/13 (or 16.7 hours per FTE) Increase the proportion of lawyers undertaking pro bono work from 48% to 60% by the end of 2013/14 Increase the number of business services staff volunteering hours by 10% from 4,000 to 4,400 by year end Increase the number of partners sitting as trustees on not-for-profit boards by 10% from 105 to 116 by year end Increase the number of partners leading pro bono relationships by 15% from 55 to 64 by year end Develop at least 10 strategic global relationships with NGOs by year end Increase the number of clients with whom we work jointly on community involvement initiatives to 30 and increase the number of initiatives with those clients to 40 by year end
To achieve greater diversity and invest in talent by recruiting and developing the best people	Achieve a more gender balanced Partnership comprised of at least 30% female partners Develop four new business skills training courses as part of the global curriculum during 2012/13 By year end, provide 30 work experience places to young people from less privileged backgrounds in accordance with the PRIME initiative in the UK
To be a leader in our industry in how we measure and manage our own environmental impact and find legal solutions for our clients to facilitate the implementation of sustainable energy technologies and products	Ensure that each of our offices runs at least one environmental awareness campaign in 2012/13 Every office to reduce CO ₂ emissions by at least 3% from 2007/08 baseline by year end Every office to buy 10% of our energy from renewable sources where available by year end Every office to reduce paper use by 10% per employee from 2007/08 consumption by year end Every office to recycle at least 25% of all general waste by year end Every office to recycle at least 30% of office paper waste by year end Every office to ensure at least 10% of paper has at least a 30% post-consumer recycled content or comes from FSC or other internationally recognised, certified sources showing a low carbon footprint by year end

UN Global Compact

Clifford Chance is proud to be a participant in the UN Global Compact. Our participation commits us to align our strategies, operations and organisational culture with the 10 Principles, covering human rights, labour, environment and corruption. Our commitments are relevant to the way we operate as a business including our provision of legal services to both private and public sector clients.

The information included in this report provides a number of examples of our work and initiatives in these areas. Our Annual reviews, our website and our client briefings provide a fuller picture of some of the ways in which we advise clients in relation to human rights, labour, environmental protection, sustainability and anti-corruption. As a leading international law firm, we also consider that we have a responsibility to help shape the

development of sustainable and effective laws and regulations in these areas. For example, Clifford Chance lawyers played an important role in the development of the UK Bribery Act and in relation to other significant anti-corruption initiatives, such as the World Economic Forum’s Partnership Against Corruption. We also made a significant contribution to the development of the UN Guiding Principles on Business and Human Rights and

our lawyers are helping to educate their peers within the firm as well as in other organisations on the relevance of the Guiding Principles for their day-to-day legal practice. Last year, the firm also became a member of the UK Network of the Global Compact and is actively participating in the network, including sitting on panels discussing the effective implementation of human rights guidance by business.

The table below shows which indicators support our commitment to the principles of the UN Global Compact. As part of our commitment to the Compact, we have prepared a Global Reporting Initiative index which can be found on our website at www.cliffordchance.com/ungc. We have refocused our GRI reporting on the indicators which we believe are most relevant to our business and of greatest interest to our stakeholders.

Issue areas	UN Global Compact Principles	Relevant GRI indicators
Human rights	Principle 1. Businesses should support and respect the protection of internationally proclaimed human rights.	LA13, HR1, HR2, HR3, HR5, PR8
	Principle 2. Businesses should make sure that they are not complicit in human rights abuses.	HR1, HR2, HR3, HR5
Labour	Principle 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	HR1, HR2, HR3, HR5
	Principle 4. Businesses should uphold the elimination of all forms of forced and compulsory labour.	HR1, HR2, HR3
	Principle 5. Businesses should uphold the effective abolition of child labour.	HR1, HR2, HR3
	Principle 6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	EC7, LA13, HR1
Environment	Principle 7. Businesses should support a precautionary approach to environmental challenges.	EC2, EN18, EN26
	Principle 8. Businesses should undertake initiatives to promote greater environmental responsibility.	EN4, EN6, EN7, EN16, EN18, EN26, EN28, PR3, PR4
	Principle 9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	EN4, EN5, EN6, EN7, EN18, EN26
Anti-corruption	Principle 10. Businesses should work against corruption in all its forms, including extortion and bribery.	SO2, SO3, SO4, SO6

Supporting charities worldwide

The Clifford Chance Foundation's support for improving access to justice, access to education and access to finance extends around the world and has reached hundreds of charities since the Foundation was formed. Decisions on the charities and NGOs that receive its support are based on the inspiration of Clifford Chance offices across the Firm (see office location in brackets) alongside global initiatives (no specific office listed).

Charities supported by Clifford Chance Foundation (since 2009)

Access to education

AJAM	Hope and Homes for Children	Spitalfields Music (London)	IPSEA (London)
Albert-Schweitzer-Schule	HOPEHIV	START (Dubai and Abu Dhabi)	Legal Action Group (London)
Ark Association	HOSPICE Casa Sperantei (Bucharest)	Stichting Support São Tomé and Príncipe (Amsterdam)	London Legal Support Trust (London)
Asian University for Women	International Rescue Committee	Street Kids International	Malian Association of Women Lawyers (Luxembourg)
Asociación Anidan	IGS (Integrierte Gesamtschule Stierstadt) (Germany)	Student Hubs (London)	Microjustice 4 All
Asociación Nuevos Caminos (Madrid)	Island for School Children (Germany)	Talizman (Warsaw)	Newham Asian Women's Project (London)
Asociación Vive y Deja Vivir (Spain)	Johann-Peter-Schäfer-Schule (Germany)	The Citizens Foundation	New York City Anti-Violence Project
Assistance to Poor Children's Agency (Singapore)	Jui Long School (Shanghai)	The Future Centre (Abu Dhabi)	Northern Virginia Family Service
Associação Vida Jovem (São Paulo)	Karen Hilltribes Trust	The Goethe University (Germany)	Peace Brigades International (London)
Bag Books (London)	KASAK	The Place2Be	PILnet (Moscow)
Balia Foundation (Madrid)	KIDS (London)	The Royal School for Deaf Children Margate (London)	Polish Helsinki Foundation for Human Rights (Warsaw)
Bangkok Refugee Center (Bangkok)	Kinder, Kinder Beruf und Familie E.V. (KiTA Kleinder) (Germany)	The Sequal Trust	Reprieve
Beautiful People (Singapore)	Kinder-und Jugendfreizeiteinrichtung V24 (Germany)	The Victoria Climbié Foundation	Rights of Women (London)
Belgian American Educational Foundation (Brussels)	Klingerschule (Germany)	Tomorrow's People (London)	San Ignacio de Moxos (Spain)
Big Brothers Big Sisters Deutschland (Germany)	Kings Wood School Nepal Trust	TourAid	Skillshare
Bo' Ai School Foundation (Hong Kong)	Klong Toey Community Centre	Trees for Cities (London)	The equality effect
Build Africa	Lar Maria de Nazareth (Madrid)	Trinity Laban	UK Environmental Law Association (London)
Career Academy (London)	Lichtblick Hasenberg! (Germany)	Umwelthaus	WADI (Middle East)
Casal dels Infants del Raval (Madrid)	Magic Breakfast (London)	Vida Jovem (São Paulo)	
Casal dels Infants (Spain)	Magic Me (London)	Vivi Down Onlus (Italy)	Access to finance
Centrul Vietii Noi Association (Bucharest)	MainKammerOrchester /Deutscher Kinderschutzbund (Germany)	Vocational Training Centre, Oddusuddan, Sri Lanka (Dubai)	999 Club (London)
Child at Street 11 (Singapore)	Malaika Kids	Wat Shepakaw School (Bangkok)	Asociación Domenchina Shatu (Madrid)
Chungking Mansions Service Centre (Hong Kong)	Mariya Arafasha Burundi Foundation (Madrid)	Whoosh (London)	buss-Kinder e.V. (Germany)
City Year (US, London)	Mayor's Fund for London	Wir helfen Afrika e.V. (Germany)	Crossroads (Hong Kong)
Civic Association Provázek (Prague)	Music in Hospitals (London)	Women for Women International Yalari (Sydney)	East London Bond
Compassion for Migrant Children (Beijing)	Narodna Dopomoha – Lviv (Kyiv)	Young Enterprise (London)	Entrepreneurs du Monde
Consortium For Street Children	NASIO Trust	Young Vic Foundation (London)	Equal Justice Initiative (US)
Coram Life Education (London)	Nesbitt Centre (Hong Kong)	Access to justice	FareShare (London)
David School Trust	Niños de Guatemala	African Prisons Project	Five Talents
Education for Development	Philippine Community Fund	Association of Malian Women Lawyers	Friendicoes (India) (GSSC)
Eleanor Smith School (London)	Place2Be	Asylum Access (Bangkok)	Fundación Nantik Lum
Entreculturas	Point Foundation	Asylum Support Appeals Project (London)	Grameen Foundation
Everychild Ukraine Charitable Fund (Kyiv)	PSE (Singapore)	Avocats sans Frontières France	Integra (Moscow)
Fairbridge	Ramanas School	Casa Raudha Women Home (Singapore)	International Bridges to Justice (US)
Fundación Juan XXIII (Spain)	Richard House Children's Hospice	Civic Association Provázek (Prague)	Italian Red Cross (Italy)
Fondazione Banco Alimentare Onlus	Romanian Education Trust (Bucharest)	Community Links (London)	Japan Association for Refugees (Tokyo)
Fundebe (Spain)	Room to Read	East Manchester Legal Advice Clinic (London)	Jeugdsportfonds (Amsterdam)
Fundación Mozambique Sur	Saint Patrick's Foundation (Madrid)	Fair Trials International	Microloan Foundation
Fundació Terral (Barcelona)	Sahel e.V. – AMPO (Germany)	Fundación Mary Ward (Spain)	Moyai (Tokyo)
Georgetown University Law Center (US)	Sarahana (GSSC)	Haitian Ministry of Women's Affairs Project	Münchner Tafel e.V.
Green Gecko	Save the Children	Index on Censorship	Oxfam Enterprise Development Programme
Gorkha Learning for Life	School-Home Support (London)	International Crisis Group	Prisoners Abroad (London)
Hands on Tokyo	Sciences Po (Paris)	International Law Book Facility (London, Paris and São Paulo)	Project "Lebensnaht" (Germany)
Hanoi Hospice for the Elderly and Disabled Children	Social Business Trust	International Senior Lawyers Project	Providence Row (London)
Historic Royal Palaces	Solapur School in India (Dubai)	International Medical Corps	Public Interest Law Institute (Moscow)
	Soñar Despierto (Madrid)	International Organization for Migration (Warsaw)	Russian Microfinance Center (Moscow)
	Sonrisas de Bombay		Shivia Microfinance
	Special Educational Needs Families Support Group (Dubai)		United Fund for Belgium (Brussels)
			Water Aid

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

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