

# We're dedicated to ...

Collaboration, Talent,  
Development, **People**,  
Ambition, Progress,  
Giving, Human Rights,  
**Community**, Justice,  
Education, Outcomes,  
Clients, Sustainability,  
Mobility, **Environment**,  
Inclusion, Efficiency,  
Partnering, Excellence.

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

Clifford Chance LLP  
Corporate Responsibility Report 2014

# Clifford Chance is one of the world's pre-eminent law firms, with significant depth and range of resources across five continents.

We always strive to exceed the expectations of our clients, whether from business, government or the not-for-profit sector, providing the highest-quality service and legal insight.

We pride ourselves on our approachable, collegial and team-based culture and the commitments we make to our people and to the wider world.

Under the rules of certain US jurisdictions, this document may constitute attorney advertising. Prior results do not guarantee a similar outcome.

 This Corporate Responsibility Report is also available online at [www.cliffordchance.com](http://www.cliffordchance.com)



## 1. People

We are equipping our people to help clients compete in an ever more complex world.

p14

## 2. Community

We work with our people and with NGO partners to make a greater impact on our communities.

p20

## 3. Environment

We help manage environmental concerns at a societal, business and individual level.

p26

### Contents

2	At a glance	14	<b>People:</b> Empowering our people to deliver their best for our clients	30	Targets and progress
4	Highlights of the year	20	<b>Community:</b> Having a greater impact on our communities	31	Global matrix
6	Senior and managing partners' introduction	26	<b>Environment:</b> Managing the impact we have on the environment	32	A thank you to our dedicated people
10	Fair Trials International				
12	Global trends				

**We're dedicated to ...**

... implementing an outstanding corporate responsibility programme that has a significant and positive impact on our firm and the communities in which we operate, in support of our ambition to lead the elite group of international law firms.



... Empowering our **people** to deliver their best for our clients

... Having a greater impact on our **communities**



... Managing the impact we have on the **environment**



**Our strategic CR priorities 2013–18**

To build an inclusive and supportive culture that embraces our diversity and leverages its advantages, and which provides opportunities for the best and brightest individuals from the widest range of backgrounds to develop their skills and broaden their experience.

p14

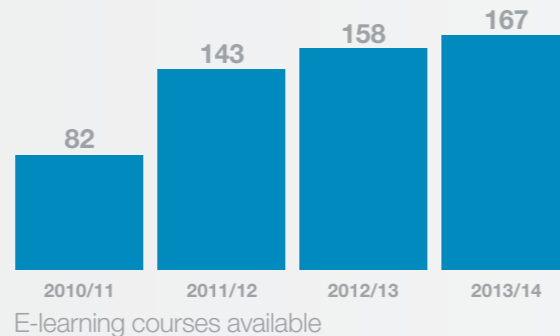
To have an outstanding pro bono and community outreach platform that enables everyone in the firm to engage enthusiastically, and which delivers effective assistance to our charitable and not-for-profit partners.

p20

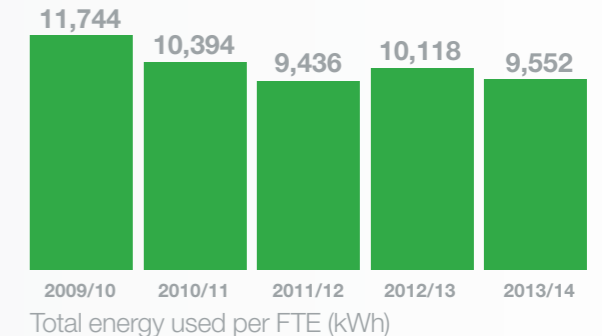
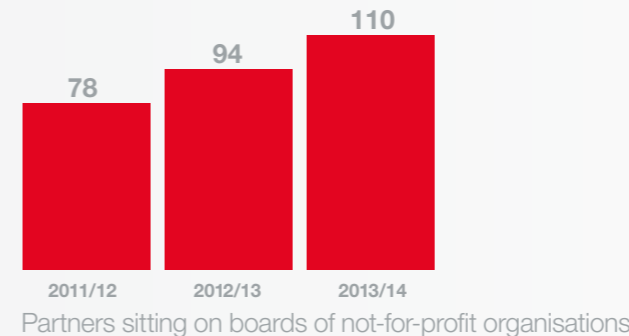
To take a responsible and effective approach to measuring and managing our own environmental impact, and to be a leading player in finding legal solutions for our clients to facilitate the implementation of sustainable energy technologies and projects.

p26

**Progress and achievements**



See our 2013/14 objectives on p30



**Objectives for 2014/15**

- Work towards a more gender-balanced partnership comprising **at least 30% female partners**
- Invest in a **new learning management system and virtual classroom tools** to improve the accessibility, relevance and timeliness of the full range of learning options for all our people.

- **Increase pro bono hours** to match 2012/13 levels
- **60% of lawyers** to undertake pro bono work
- Strategic global pro bono and community outreach clients to account for **10% of pro bono hours**
- Develop memoranda of understanding (MoUs) for all of the firm's strategic **global pro bono and community outreach clients**
- **Review and refresh** the community outreach opportunities provided by the firm for our Business Services teams.

- **Reduce our CO<sub>2</sub> emissions by at least 5%** from 2012/13 baseline by end of 2017/18
- **Reduce paper consumption by 10%** per employee from 2012/13 consumption by by end of 2017/18
- Every office (where possible) to **recycle at least 30% of all general waste** by by end of 2017/18
- Every office (where possible) to **recycle at least 50% of office paper waste** by by end of 2017/18
- Every office to ensure at least **15% of paper has at least 30% post-consumer recycled content**, or comes from FSC or other internationally recognised, certified sources showing a low carbon footprint, by end of 2017/18.

## HIGHLIGHTS OF THE YEAR

● Global offices  Initiative location

### 1 SECTOR WORKSHOPS

**Locations: Amsterdam, Düsseldorf, London, Madrid, Paris**

Our clients need advisers who can concentrate on the legal issues while also understanding the business environment in which they operate. The Clifford Chance Academy's sector workshops bring together lawyers from across the firm to ensure they have a deep knowledge and understanding of the industries in which our clients work. In 2013/14 230 lawyers attended workshops covering five sectors.

### 2 CHAMPIONING REFUGEES' RIGHTS

**Locations: Bangkok, Hong Kong, Sydney, Tokyo**

Across Asia Pacific, our lawyers work with refugee and asylum charities. Asylum Access is one of our global pro bono clients; in 2012 the Hong Kong Refugee Advice Centre (since renamed 'Justice Centre') won our Access to Justice Award (see 2013 report); in Sydney, we worked with Justice Connect to help asylum seekers apply for protection visas; in Tokyo we have provided pro bono support to asylum seekers through the Japan Association for Refugees; and our Bangkok office has donated funds and provided support in-kind to the Bangkok Refugee Centre since 2009.



### 3 PEN INTERNATIONAL

**Locations: China, Honduras, Korea, Madrid, Paris and Tokyo**

Our global strategic pro bono client, PEN International, works to defend writers' freedom of expression. Our £150,000 three-year donation will allow the charity to develop PEN clubs in schools in 20 countries that will promote literacy, creative learning and an understanding of human rights to up to 180,000 children. We have also reviewed their website and HR policies, translated documents and reviewed one of their reports.

### 4 MERCY SHIPS

**Locations: Hong Kong, New York, Washington, DC**

At the age of two, twins Assan and Allusan had their first game of tag after Mercy Ships treated the cataracts that had left them blind. For the past two years, a US-based team has been providing pro bono advice for the construction of the charity's first ever purpose-built hospital ship. When complete, it will be the world's largest civilian hospital ship.



### 5 NAS/MIND SUPREME COURT JUDGMENT

**Location: London**

When two teenage sisters were taken into care and contact with their mother was restricted by court, they had no choice in the matter. We assisted charities the National Autistic Society (NAS) and Mind in their joint intervention in a Supreme Court case. It resulted in a landmark judgment clarifying how to determine whether care arrangements for a person who lacks capacity to decide where to live amount to a 'deprivation of liberty'. If they do, statutory safeguards are triggered to ensure the person is deprived of their liberty in a safe and correct way, and only when it is in their best interests and there is no other way to look after them.

### 6 NASIO

**Location: Kenya**

More than 300 Kenyan children sat down to a full meal every single day in 2013 thanks to the Nasio Trust, which we have supported financially for five years. The extra nutrition provided by the home-grown food led to record academic achievement and a sharp drop in malnutrition-related illness.



### 7 ENVIRONMENTAL CLEAN-UP DAYS

**Locations: Amsterdam, Dubai, Hong Kong, Rome**


Environmental clean-up days allow us to engage with our clients and communities and benefit the areas in which we live and work. From clean-up days in Dubai and preserving wildlife areas in Amsterdam to planting trees in Hong Kong and cleaning graffiti in Rome, many offices around our network take part in action to help their environment.



### 8 COLLABORATING WITH CLIENTS

**Locations: Abu Dhabi, Amsterdam, Milan, New York**

We work with clients to celebrate and draw strength from the diversity within our businesses. Hosted or co-hosted events in Abu Dhabi and New York have explored how to attract women to corporate boards and how top women in finance manage their careers. In Amsterdam, clients heard from Human Rights Watch about lesbian, gay, bisexual and transgender (LGBT) issues. And in Italy, we hosted 60 guests, including clients, for a discussion on how unconscious bias can affect working relationships.

 See page 11 of our *Building a better place to work for everyone* report



# We're dedicated to ... Building a sustainable, comprehensive approach to our corporate responsibilities.

At Clifford Chance, we have a shared commitment to corporate responsibility (CR). And our senior leadership ensures that this commitment is integrated across the firm and into our strategy. Our new managing partner, Matthew Layton, and senior partner Malcolm Sweeting talk about how they understand CR and what it means to them.

## Clifford Chance has had its CR strategy in place for six years now. Why is CR so important to the firm?

**Matthew:** For me, corporate responsibility is all about creating a relationship of trust with, and commitment to, the broader communities in which we operate; it's what gives any organisation its reputational licence to operate, so is absolutely critical.

**Malcolm:** That's right: what we hear from our staff, clients, recruits, suppliers – from all our stakeholders – is that they have an

expectation that we act responsibly and are seen to be acting responsibly. I would say that this expectation is common to all large global businesses like ours that are leaders in their field. I think there is a wide acceptance that organisations must take a holistic approach, thinking about all of their stakeholders. So, in our case, not just doing our best for our clients but also working in a way that brings benefits to the broader business environment and, indeed, to civil society.

**Matthew:** We're living in a world that's undergoing a huge amount of change as we grapple with globalisation, urbanisation and the impacts of the financial crisis. We realise that – in comparison with many – we are in a very privileged position. We have over 6,000 people here, hugely talented and with a fantastic range of valuable skills and experience. Together, we really can make an impact. We can't solve the world's problems but it's crucial that we do our bit.

## What are the drivers for the CR strategy?

**Matthew:** This is not something that management has had to dictate; this comes straight from our people and always has. The level of engagement and participation in all aspects of our CR programme is phenomenal. Our people want to be involved and, effectively, look to the firm for a sort of institutional organisational commitment.

The push is also coming from clients. They know what they must do to secure the trust and confidence of their stakeholders and, in turn, they expect exactly the same of us. They also see us as an organisation they can partner with: just as we combine our skills and resources on specific pieces of client work to get better outcomes and have a greater impact, they see that the same logic applies to initiatives around diversity and inclusion or the community. Whenever

I meet clients, this is right at the top of their agenda – and it's not just lip-service. They really do want us to be working hand in hand with them on these types of projects.

**Malcolm:** There is also a clear business rationale. When I look at the approach we have taken over the past 30-odd years in Africa, there has been a lot of emphasis on making a broad contribution to the countries where we operate through legal education, developing legal frameworks and through projects on the ground, for example investing in schools so more children have access to better learning. That strategy has brought positive benefits to everyone concerned, including us. We gain a better understanding of the local market and of key influencers – and, in turn, they trust us: they see that we are not just looking to benefit, but making a substantive commitment. It's a virtuous circle.

## So how does this fit with the wider business objectives?

**Malcolm:** Personally I don't see this as a separate agenda; being a responsible business should be integral to everything we do. We need to take the interests of all of our stakeholders into account with every decision we make.

**Matthew:** Take the example of how we've entered new markets over recent years, where we put a lot of focus on understanding the wider impacts of our practice and the benefits that we can bring to those economies. So, while our recruitment intake in Saudi includes female lawyers who are chosen for their talent and ability to provide high-quality advice and support to our clients, we know that hiring them sends an important signal to other female lawyers in Saudi about the potential career opportunities available to them.

**Malcolm:** There's also an important point here about individual development. Our people who are involved in this type of activity – whether it's pro bono advice, mentoring local students, or working alongside clients on an environmental initiative – all have a much broader, more considered view of business life, and develop a wider range of really valuable life skills and business skills. For our lawyers, it's a great way for them to understand the context beyond the immediate confines of the transaction or case that they're working on at any given moment.

**Matthew:** Feeling that you can have a positive impact on some of the more pressing issues facing society is also hugely motivating, and that's an important aspect of ensuring that everyone here feels that Clifford Chance is a really great place to work.

Senior partner Malcolm Sweeting (left) and managing partner Matthew Layton (right).



36

offices in 26 countries

£1,359m

in revenues

**That sense of personal development and motivation, is that something that you've experienced through your own involvement in CR?**

**Matthew:** Absolutely. I am lucky enough to sit on the advisory board for Concordis, an organisation that seeks to promote peace and long-term resolution of disputes in areas of conflict around the world. It's deeply rewarding to think that you might be able to contribute to an organisation that is doing such important work, helping it to scale up in an environment where there is – unfortunately – ever more need for its expertise. But I'm also learning a lot; I find it fascinating to watch the team use dialogue and negotiation to bring about compromise and resolution, and it's also very relevant for some of our client work.

**Malcolm:** When I talk to our NGO partners, I am reminded very forcefully of the connections between business and society. Creating the right platforms for businesses to come together, or to join forces effectively with NGOs, can be a very powerful way to address societal issues. The potential for these collective efforts to transform lives, to transform economies, is immense, and an area where we can make a real contribution.

**The UN Global Compact is also rooted in this idea of strengthening the bonds between business and civil society. What part does membership of the Compact play in Clifford Chance's CR strategy?**

**Matthew:** For a business like ours, the Compact is very relevant. We fully appreciate that we play an important role in enabling globalisation; with that comes great responsibility. Globalisation brings sweeping changes, and it's critical to our future as an organisation, and as individuals, that those changes benefit everyone – not just a lucky few. Participating in the Compact helps us keep those wider impacts front and centre in our thinking.

**Malcolm:** The commitment to acting responsibly really must start with the firm. From my point of view, the Compact provides a valuable framework, but it really is up to businesses to grasp the nettle, to understand that they can make a difference and to work together using our collective influence and joint resources to secure better outcomes for society.

**So what next for CR at Clifford Chance?**

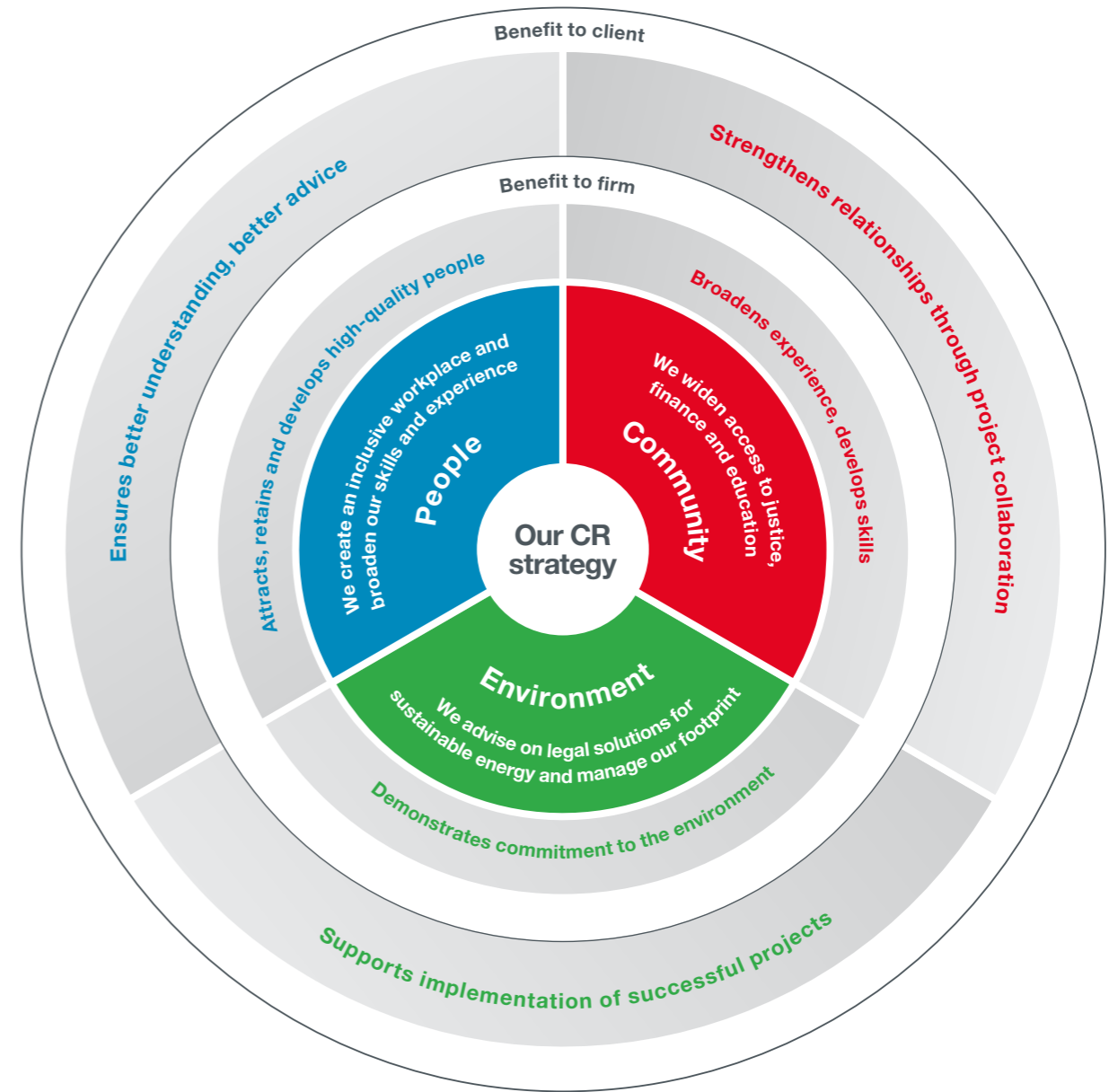
**Malcolm:** Well, we're on a journey. We are definitely moving forward and our progress is accelerating. There is no sense here that this is an exercise in ticking boxes. Rather the opposite – if something is only about ticking the boxes rather than moving towards our goals, then we're unlikely to do it.

**Matthew:** That's not to say there's not more to be done. There is tremendous engagement and support for CR across the firm but I would like to see everyone involved in some capacity, and that means creating the right opportunities for people to contribute. For example, lots of our partners already sit on the boards of NGOs, where their experience and skills can really make a difference; I want to get more of them taking on those roles.

Also, picking up on what Malcolm said earlier about taking a holistic approach, I wholly agree. Being a responsible business is not just about pro bono legal advice, or mentoring underprivileged students, or diversity programmes, or reducing our carbon footprint – however important those activities all are. Being a responsible business is about who we are and how we operate. That's where I want us to get to. That's quite challenging for us in some ways, but also very exciting.

**Matthew Layton  
Managing Partner**

**Malcolm Sweeting  
Senior Partner**



>55,375  
hours of training investment

56,499  
hours invested in pro bono and volunteering work

34  
offices recycled at least 50% of paper waste

**Our CR governance**

The firm's managing partner and senior partner have overall leadership of our CR strategy, ensuring that it is aligned with the firm's broader goals and culture. A CR Committee, chaired by our global pro bono partner, and with partner representation from every country in Clifford Chance's global network, develops the strategy and oversees local delivery. Specialist input into and effective execution of our People and Environment strategies is led by our global head of HR and Talent, and our chief operating officer respectively. Progress against our CR strategy is reported to our top-level executive committee at multiple points during the year.

Read more on our website:  
[www.cliffordchance.com](http://www.cliffordchance.com)

**UN Global Compact and human rights**

We are proud to be participants in the UN Global Compact. As part of that commitment, and reflecting our ongoing contribution to the promotion of business and human rights, we were one of the first international law firms to adopt a formal human rights policy. Our specialist legal advisers in human rights have been working with our CR Committee, as well as our risk and client acceptance functions, HR teams and global procurement to begin the process of integrating the policy sustainably across our business globally.

Read more on p31

**We're dedicated to ...**

WIDENING  
ACCESS TO  
JUSTICE,  
FINANCE AND  
EDUCATION.

**Engaging our stakeholders: global NGOs**

Fair Trials International (FTI) is one of 13 organisations (see over) that Clifford Chance has identified as strategic partners for pro bono and community outreach work. "We wanted to offer a similar level of engagement on a pro bono basis to selected NGO clients as we do to our strategic fee paying clients," says Roger Leese, pro bono partner and chair of the firm's global CR Committee, which oversees implementation of the global pro bono and community outreach strategy.

The pro bono clients are aligned with our themes of widening access to justice, finance and education, and require our particular expertise to increase their capacity and broaden their reach.

Each of the 13 NGOs has one or more relationship partners, who act as a point of contact to set up projects, then galvanise lawyers across the firm to join the projects.

"I'm an enthusiastic fan of the global strategic pro bono client programme," says Bartosz Kruzewski, relationship partner to FTI. "The work we do for these clients is aligned with our skills and it's well regarded. People see that they are recognised for their involvement, so it's easier to get support – and that means we can make a real difference for these clients."

13

**global strategic pro bono and community outreach clients**

93

**partners leading pro bono relationships**

17.8

**average pro bono hours per FTE**

MAKING AN IMPACT WITH  
OUR GLOBAL STRATEGIC  
PRO BONO AND COMMUNITY  
OUTREACH CLIENTS

**Foundation funds and support from our lawyers and Business Services staff have helped:**

Fair Trials International	p10
Human Rights Watch	p25
PEN International	p4
African Prisons Project	2012 report
Asylum Access	2013 report
Grameen Foundation	2013 report
Habitat for Humanity	2013 report
The Institute for Human Rights and Business	2013 report
Room to Read	2013 report
Save the Children	2012 report
A4ID	
Orbis	
War Child	

 **Read more on our website:**  
[www.cliffordchance.com](http://www.cliffordchance.com)

# Campaigning for legal reforms to protect everyone's right to a fair trial.



**Jago Russell, chief executive of Fair Trials International, speaks at an event at our London office.**

**Fair Trials International, one of our global strategic pro bono and community outreach clients, helps hundreds of people arrested across the world each year.**

Coming out of a café in Spain one morning with his wife and daughter, 'Peter' was arrested at gunpoint and put in prison to await trial. He waited four years; charges were never brought. "I lost my wife, my daughter, my house, car, business – I lost everything," Peter says.

Hundreds of people in this kind of terrifying situation receive help each year from Fair Trials International (FTI), which defends the rights of people facing criminal charges in countries across the globe and campaigns to overcome persistent causes of injustice such as excessive detention without trial.

"The perception of European institutions, society, politicians – and even the legal community – is that criminal justice in Europe is very good," says Jago Russell, chief executive of FTI. "But there are certain

areas that are in desperate need of reform. Our aim is for the right to a fair trial to be respected across the globe – and the European Union should act as a beacon of respect for this basic human right."

To help shine a light on the problem, FTI has produced a web-based, interactive map of the EU that shows the track record of various European countries on the right to a fair trial. This has been an invaluable tool in highlighting the issue to the European Commission and the European Parliament. And Clifford Chance lawyers across Europe conducted the research necessary to do this.

"This really was a stand-out piece of work," Jago says. "We're a small, specialised organisation – we can't do the work on the ground without local knowledge. With its global network of engaged and enthusiastic lawyers – and the use of its offices and facilities – Clifford Chance has helped us get tangible results, like a new EU-wide law guaranteeing the right to a lawyer."

FTI was one of the first organisations to join Clifford Chance's global strategic pro bono and community outreach client programme in 2011 (see insert). Since then, we have helped FTI with research into the use of the European Arrest Warrant and into pre-trial detention. We're now exploring opportunities to use our experience with the EU Court to help FTI use the court to make the right to a fair trial a reality in Europe.

Warsaw partner Bartosz Kruzewski is Clifford Chance's relationship partner for FTI, helping to set up and coordinate projects, identifying and motivating lawyers across the firm to do the work and acting as the point of contact.

"It's similar to the work we do for our strategic clients," Bartosz says. "People are excited and eager to work on the projects – it's intellectually demanding, challenging and fulfilling work. FTI helps individuals who are subjected to unfair trials, so we're ultimately helping those individuals."

The programme is important for a small organisation with big ambitions to make the basic human right to a fair trial a reality for everyone. "Ours is not a cause that attracts mass funding," Jago says. "But it matters more than people think. A fair criminal justice system prevents miscarriages of justice and makes the whole of society fairer and safer. Fair trials are essential in upholding the rule of law."



Clifford Chance lawyer Robert Sandes at FTI's London clinic.

Bartosz Kruzewski, Clifford Chance relationship partner for FTI.

FAIR TRIALS INTERNATIONAL

132,800\*

Approximate number of pre-trial detainees in the EU

€4.8bn\*

Approximate annual cost of pre-trial detention in the EU

\* Figures taken from FTI report *Detained without trial: Fair Trials International's response to the European Commission's Green Paper on detention*, October 2011

Read more on our website: [www.cliffordchance.com](http://www.cliffordchance.com)



**Our corporate responsibility strategy is not created in isolation. We must understand the wider trends in the world and the business environment to ensure our CR strategy is focused on the areas that matter – and that we, in turn, can impact.**

**1. The future of work**

**In a rapidly evolving business landscape, we must change the way we work. The skills that have brought success in the past will not guarantee a career in the future.**

**Demographic change**

Economic growth in emerging markets is bringing rapid urbanisation, a burgeoning middle class and increased demand for power, goods and services. Meanwhile, in many mature markets, populations are ageing. These shifts will bring disruptive change to sectors such as healthcare, energy, infrastructure, banking and real

estate. Businesses will need to equip their employees to be future-focused and agile if they want to take advantage of the opportunities this change will bring.

**Evolving technology**

From mobile voice to mobile data to mobile meetings – our systems, software and tools allow us to collaborate with anyone, anywhere. And we're 'always on'. Jobs will be more fluid and interconnected, requiring a flexible, virtual workforce. Meanwhile, technology will allow automation of routine tasks and people will need to develop high-value, knowledge-based skills to compete for work.

**Effects of globalisation**

Global networks of interconnected individuals are knocking aside traditional geographic boundaries. There are fewer barriers to taking a business 'global'. Professionals will need to be adaptable – able to live and do business across borders – and to compete on a global stage for the best jobs.

**2. The shrinking state**

**As governments cut spending after the financial crisis, charities and corporations have stepped in to fill gaps left by the shrinking state.**

**Justice for all?**

In Britain, legal aid budgets have been slashed, leaving people to fight family, employment, benefit and housing cases without professional counsel. In Spain, thousands of families have ended up in court facing eviction from their properties. Other EU countries have been criticised for failing to keep up with directives on providing all citizens with access to justice.

**New roles for charity and enterprise**

Food banks are now a part of everyday life in the world's richest nations. Charities such as Save the Children and the Red Cross – usually associated with lower-income countries – have stepped in to help the poorest across Europe. NGOs are adapting to changing societal needs, and they will need help from all sectors of the corporate world to provide services previously in the sphere of the state.

**3. Business and human rights**

**Global businesses increasingly operate in a world where establishing and maintaining their licence to operate is a core underpinning of their strategy and operations.**

**Stakeholder-driven**

There is a need to respond to greater expectations from external stakeholders, especially since the financial crisis. But the pressure is also from within organisations themselves: staff and shareholders all hold businesses to account against a wide range of metrics where trust, and acting responsibly, are even more important than immediate financial performance.

**An international approach**

Human rights are an important part of the picture, and moving up the boardroom agenda. In 2011 the UN adopted its Guiding Principles, which outline the responsibility of businesses to protect and respect human rights. While they were widely welcomed by the corporate community, every organisation in every sector should now develop an action plan for how the Guiding Principles are embedded across its organisation. In most businesses, these issues are complex and nuanced; the answers are rarely black and white, and never static.



**4. Perpetual energy**

**With a world population projected to hit 9.6 billion by 2050, 70% of whom are expected to live in cities, the demand for power will continue to spiral.**

We have seen a large increase in energy consumption in places such as China, where urbanisation is sparking rapid growth of an aspirational middle class, and driving demand. Given the relatively recent exploitation of vast reserves of previously

inaccessible or uneconomic sources of energy – such as shale gas and oil sands – fossil fuels may still dominate the electricity supply. But renewable energy is likely to make up an increasing share.

Technological advances will make its production more efficient. And increasingly frequent severe weather, caused by global warming brought about by elevated carbon dioxide levels, may sway public opinion and put increasing pressure on governments to legislate in favour of renewable power sources.



**Read more on our website:**  
[www.cliffordchance.com](http://www.cliffordchance.com)

# People

▪ Victoria Bortkevicha, partner, Russia with  
▪ Sergei Kabanov, senior associate, Russia.

## We're dedicated to ...

EMPOWERING  
OUR PEOPLE  
TO DELIVER  
THEIR BEST  
FOR OUR  
CLIENTS.

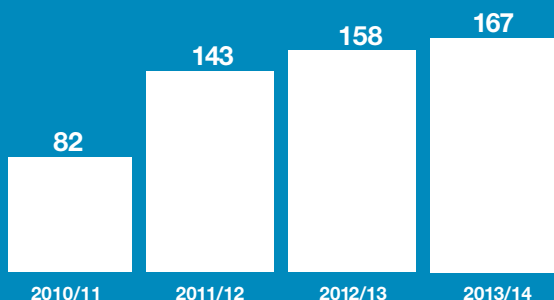
### Engaging our stakeholders: clients

What drives a client's choice of legal provider and how can we stand out?

It's a question we constantly ask ourselves – and our clients. Our people speak to clients every day: during the course of a matter, to respond to queries or to update them on interesting developments. We engage them in discussions about their wider business issues and the environment they operate in, and we share industry knowledge through sector teams that cut across our business units. It enables us to offer our clients legal expertise and advice based on a wider business perspective.

We also seek opportunities to share our knowledge and thought leadership in wider forums, regularly addressing industry gatherings and organising events of our own.

Seeking feedback from clients at an individual level is equally important – and often yields essential insights. We regularly conduct relationship, matter and pitch reviews with clients to understand how we can improve our services and to recognise where we've done well.



E-learning courses available

4,821

Clifford Chance Academy participants

1,715

legal and business skills courses available

4.7

out of 5, average feedback rating

### How do we know when we have delivered our best to our clients?

- We advised eight of the top 10 companies in the Fortune 500
- Our largest 25 clients each worked with us across all six of our practice areas, and across more than 20 of our offices
- Among a host of awards, Clifford Chance was named the number one law firm in Chambers Global Top 30, with more Band 1 rankings than any other firm.

“This year Clifford Chance has claimed the top spot, merited by its geographic reach, depth of expertise, and client service. As one client commented: ‘They are the best in the business. We have used a lot of firms, and they just stand out. They can bring in partners wherever they are needed, and they are always fantastic.’”

— *Chambers Global*

 Read more on our website:  
[www.cliffordchance.com](http://www.cliffordchance.com)

# We're dedicated to ... Empowering our people to deliver their best for our clients.

**Our clients are competing in a world undergoing kaleidoscopic change, driven by globalisation, shifting demographics, evolving technology and a host of other forces. Our relationship with those clients is also starting to expand – from offering pure legal counsel to advising on strategic issues – and so our lawyers and Business Services people are adapting, too.**

Today's lawyers recognise that they must develop skills beyond legal expertise to succeed in their careers and for their clients. They need to be flexible and collaborative, with an international mindset and a deep understanding of clients from different markets and sectors.

As an organisation, we must provide the tools that allow people to learn – under their own initiative and from others – and to share the knowledge and experience they have gained. We must also create a supportive

and inclusive working environment that gives them the freedom to develop themselves and exceed our clients' expectations.

## Supportive learning

People can call on formal and informal networks to discuss their careers and work issues. Career development partners are available to help lawyers map their career paths, and line managers take on this role for Business Services professionals. And our global appraisal framework ensures every partner and employee discusses their career aspirations and learning and development requirements at least annually.

Lawyers often find secondments an effective way to build commercial acumen and an international mindset. Most trainees complete at least one placement in an overseas office, and lawyers with partnership ambitions often seek client or overseas secondment opportunities.



## Our people achievements

Almudena Rodríguez.

## RAISING THE BAR

**Almudena Rodríguez**  
Business development and communications manager, Spain

**Almudena Rodríguez leads the Business Development and Communications function for Clifford Chance's Spanish offices.**

For Almudena Rodríguez, working at Clifford Chance offered an opportunity to build up the Spanish offices' business development (BD) capability – and raise the bar for herself professionally.

Almudena joined Clifford Chance eight years ago – when the Spanish offices, after over 20 years' success in the market, decided to bring in specialist help to support their ambitions for growth.

"Clifford Chance believed that a dedicated team of BD and communications professionals could play an important role in helping the firm to reach its long-term goals," Almudena says. "Working here has given me an excellent chance to help deliver this strategic approach and really make an impact."

Almudena leads a team that works alongside partners and associates to plan and deliver initiatives that enhance the firm's reputation, attract new business and support a client-focused approach to managing relationships.

"You really need to be a strong influencer," Almudena says. "Your insights, engagement and determination must inspire the people you work with to think and behave in a way that wins us a competitive advantage. It's a demanding environment – it pushes you to give your best."

And Almudena has taken every opportunity to do that. She recently completed the Academy's executive management programme, designed as a mini-MBA programme for high-performing leaders and delivered by the Saïd Business School in Oxford and London.

"It was one of the best – and most refreshing – learning experiences I have had!" Almudena says. "I gained confidence in translating the strategic direction of the business into the specific projects and initiatives I'm working on."

"And the experience I have gained by working with senior people and colleagues around the network has been invaluable."

719

business skills training courses

Inaugural Africa Academy training session in Nigeria.

## CLIFFORD CHANCE AFRICA ACADEMY

**Edmund Boyo**  
Partner, Germany

**At our inaugural African Counsel Retreat in London in July 2013, 80 counsel from 30 African countries came together with Clifford Chance to strengthen ties, enhance knowledge-sharing and exchange insights.**

"Our African colleagues told us that their associates lack ready access to legal training for international transactions in their home country," says Edmund Boyo, Frankfurt Finance partner and co-head of our Africa practice.

So, partners from our Africa practice decided to devise a series of training courses to deliver training to lawyers in Africa, based on the world-class training programmes delivered to our lawyers through the Clifford Chance Academy. By September, Nigeria had hosted the first Clifford Chance Africa Academy training session.

"Our African relationship firms are equal partners," says Edmund. "Their associates and partners are dealing with the same clients and the same issues as we are. They need access to the same quality of training as we have so that, together, we can deliver an excellent service to our clients."

As well as Nigeria, courses have taken place in Côte d'Ivoire, South Africa, Kenya and Ghana. The participants are enthusiastic: "The organisers thought of everything and covered all the salient points." They also appreciate the interactive format: "The group exercises were very practical and realistic."

The benefits flow both ways, Edmund says. Clifford Chance partners and associates conduct the training courses, learning valuable lessons about communicating, motivating and building relationships, and the African firms can access training that helps them to attain the highest international standards in legal practice.

"If sustained," says Femi Olubanwo, partner at Banwo & Ighodalo, "the benefit to African law firms and their clients will be immeasurable in the years to come."



Read more on our website:  
[www.cliffordchance.com](http://www.cliffordchance.com)

Secondments are also supported in our Business Services teams, when business needs and employee aspirations intersect.

Lawyers and Business Services professionals participate in a comprehensive programme of legal and business training, delivered through the Clifford Chance Academy, which provides world-class learning and development to all our people. Participants join overseas colleagues in classroom courses – some with webinar-based follow-up sessions – and take self-directed e-learning modules. The Academy has supported our industry sector teams in running a further five highly successful sector workshops (see page 4).

#### Ahead of the curve

The Academy continues to innovate, offering courses that help our people meet clients' evolving requirements.

Our Continuous Improvement team worked alongside lawyers and the Academy to develop a 'Continuous Improvement for Lawyers' course, enabling lawyers to analyse the way they work to find ways of doing things better. It was recognised as Best Training Programme for Lawyers at the Legal Education and Training Group Awards 2013.

The course complements the Continuous Improvement Green and Yellow Belt Academy courses for Business Services employees. Over 800 of our people have now been trained in Continuous Improvement, including more than 500 lawyers from across 12 offices.

#### An inclusive environment

The make-up of our organisation should reflect that of our clients and our wider communities. As our reputation and stature have grown, we have attracted talent from the best educational institutions globally. In some locations, this has resulted in a narrowing of the social background of the people we recruit.

We're working to address this dynamic. Our inclusive policies aim to ensure we identify the best person for each role, regardless of background. This brings a diverse set of opinions and approaches into the workplace, which is richer as a result.

For example, in the UK we are co-founding members of the PRIME initiative, which aims to raise the aspirations of students from disadvantaged backgrounds.

And we have recently introduced a 'CV-blind' policy, where interviewers for final-stage candidates are only given the candidate's name. These initiatives, among others, have won our London office widespread recognition for excellence in diversity and inclusion, and build on our existing efforts to encourage and support access to higher education for young people from disadvantaged backgrounds.

Read more about what we're doing to create a workplace that values and welcomes everyone's contribution in our *Building a better place to work for everyone* report, available online.

To succeed today, we must be geared towards helping our clients achieve their ambitions while protecting their interests in an ever-shifting landscape. And we must continue to enable people to build a fulfilling career in an inclusive, supportive environment so they can deliver their best for our clients.

#### Gender balance – firm-wide data

(% Female)	2014	2013	2012	2011	2010
<b>Partners</b>	<b>16.0%</b>	<b>16.3%</b>	<b>15.3%</b>	<b>14.5%</b>	<b>14.8%</b>
<b>Other fee earners</b>	<b>48.5%</b>	<b>49.1%</b>	<b>49.1%</b>	<b>49.0%</b>	<b>48.6%</b>
<b>Business Services</b>	<b>68.9%</b>	<b>70.2%</b>	<b>70.5%</b>	<b>68.4%</b>	<b>69.4%</b>

For additional data by year or by region, see [www.cliffordchance.com](http://www.cliffordchance.com)

#### Ethnic minorities

	2014
<b>Partners*</b>	
– New York/Washington, DC	<b>5.5%</b>
– London	<b>6.3%</b>
<b>Other fee earners*</b>	
– New York/Washington, DC	<b>29.9%</b>
– London	<b>22.8%</b>
<b>Business Services*</b>	
– New York/Washington, DC	<b>52.2%</b>
– London	<b>16.1%</b>

\*Self-reporting as ethnic minority

## A SUPPORTIVE ENVIRONMENT

**Victoria Bortkevicha, partner, Russia**  
**Sergei Kabanov, senior associate, Russia**

#### On leaving the Moscow State Law Academy in 2007, Sergei Kabanov had already qualified with Clifford Chance.

"I finished my studies while on a full-time training contract with the Moscow office, which allowed me to qualify immediately after graduating," he says. "Few firms in Moscow could offer that at the time."

Sergei, a senior associate in Moscow's Finance practice, specialises in public-private partnerships and infrastructure. "I keep up with developments through our global sector team," he says. "And if I have questions about points of law, I speak to partners here and in London. I'm always impressed at how available they are."

But Sergei recognises that a career here is built on more than being an expert on the law. "To progress – especially in a smaller office, where the client base is smaller and there's not as much exposure to global clients – you need a structure and you need to find your niche of expertise," he says.

That's where advice and support from a senior colleague can be invaluable. "There must be a balance between formal and informal support," says Victoria Bortkevicha, a partner in the practice.

Every associate in Clifford Chance can discuss his or her career with a partner. Victoria offers formal career development advice to five associates, including Sergei – and informal advice to anyone who asks for it!

"Formal support helps people work out the steps they need to take to get from point A to point B," Victoria says. "But, equally, you might just want to grab a coffee and discuss how to develop a stronger relationship with client C."

For Victoria, helping people develop their abilities is one of the most satisfying parts of her work. "Yesterday they were students – today they're managing their own negotiations," she says. "I feel like part of that success. And, with 20 years working on points of law, that helps keep the job fresh!"



**Sergei Kabanov and Victoria Bortkevicha.**

>800

people trained in Continuous Improvement to date

Read more on our website:  
[www.cliffordchance.com](http://www.cliffordchance.com)



# Community

▪▪ CR Awards winner Helen Sepulveda and highly commended Doug Wisner with Debra Wasserman.

## We're dedicated to ...

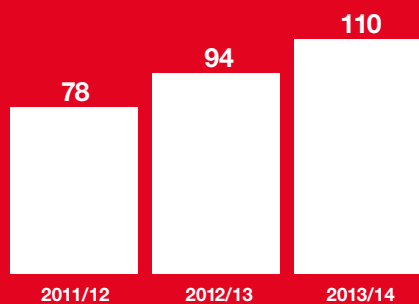
# HAVING A GREATER IMPACT ON OUR COMMUNITIES.

### Engaging our stakeholders: our people

As lawyers and business professionals, we have talents and skills we can use for the benefit of the communities where we live and do business. Our Community strategy focuses on three areas where we feel we can add the most value: widening access to justice, finance and education.

We're recognised in the market for being a responsible business – for example, we know it's a major consideration for graduates who elect to join us as trainees. We owe this recognition in part to the work each of us puts into helping our communities.

Our annual CR Awards give us a chance to recognise each other. Each year we encourage people to nominate inspiring colleagues who deserve to be celebrated for outstanding CR work. Previous winners shortlist the nominations, and everyone gets to vote. Each winner receives £5,000 – or the local equivalent – to donate to the charity of his or her choice. 2013 marked our fifth annual CR Awards.



Partners sitting on boards of not-for-profit organisations

# £18.1m

time cost value of lawyers' pro bono work

# 27

client collaborations on community projects

# 4,153

Business Services volunteering hours

### OUR 2013 AWARD WINNERS:

- ★ **Contribution to the Community: Fundraising and Volunteering**  
**Khawar Malik (London)**  
Alongside an incredibly busy life in the Corporate practice (in Dubai and London), Khawar found time to set up, run and launch his own charity, The YouthLink Network.
- ★ **Contribution to the Community: Pro Bono**  
**Patricia Barratt and team (London)**  
Patricia and her team worked with the Missing People charity for five years to secure passing of the Presumption of Death Act 2013.
- ★ **CR Office Champion**  
**Helen Sepulveda (New York)**  
Helen started an office-wide effort to collect spare pages from printers for Public School (P.S.) 159, which lacked money for supplies. As a result, students were able to print lessons and homework assignments, and performance has improved dramatically.
- ★ **Acting as One Firm: Contributing to our Helping 100,000 People campaign**  
**Global Human Rights Watch team**  
The team is undertaking an extensive analysis of universal jurisdiction – which allows national courts to investigate and prosecute grave international crimes even though they were committed abroad by a foreigner and against a foreigner.

Read more on our website:  
[www.cliffordchance.com](http://www.cliffordchance.com)

# We're dedicated to ... Having a greater impact on our communities.

**From helping build a school to helping influence prison reform, our community outreach and pro bono work has one thing in common: it's focused on helping people.**

Many of us recognise that we live privileged lives. It has taken hard work to get where we are – but also a degree of good fortune. So, we feel we have a duty to help other people who haven't had the same advantages, or who have suffered injustice.

Those of us who do pro bono and community work get personal and professional satisfaction from it. And, by encouraging more people to get involved, the benefits will be multiplied within the firm and our communities.

We have put in place a strategy to increase the impact our work has. Our global CR Committee helps drive the strategy, with partner representation from across the network. One part of this strategy was to bring the firm together in pursuit of a common goal – we set ourselves a collective challenge in 2012 to help 100,000 people by 2015.

When we surpassed that target in the first year, we pledged to help 100,000 people every year. And, at the end of this year, we beat this target again, helping more than 150,000 people.

Our Helping 100,000 People initiative helps us measure the impact of the work we're doing and focus our efforts in the right way. It's also the umbrella under which all our community outreach and pro bono work takes place. The strategy centres on developing global relationships with selected pro bono and community partners similar to the relationships we have with our paying clients (see pages 10-11).

The Clifford Chance Foundation underpins the strategy, with half of its annual £1m fund driving development of our global pro bono and community partnerships. £100,000 is allocated to disaster relief and funding our Access to Justice Award (page 23) and the remainder is distributed by our offices to locally important projects.

This year, our lawyers and Business Services professionals have spent nearly 56,500 hours doing pro bono and community outreach work. We are tremendously proud

of the excellent work that has been done. There was a notable decrease in hours recorded in some offices, resulting in a decrease over last year in total hours recorded. We think this was due to high work levels, and a significant pro bono engagement coming to an end with no immediate alternative, among other factors.

Although this is disappointing, we are heartened by the increased number of people helped, suggesting that our strategic approach is having a positive impact.

For example, the number of partners sitting on boards of charities has increased (up 17%, to 110), as have partners leading pro bono relationships (up 31%, to 93); clients with which we collaborate (up 12%, to 27); and the number of global pro bono relationships (to 13).

We were also delighted to see strong increases in pro bono and community outreach hours in Bangkok, China, Italy, Kyiv, Bucharest and Warsaw. We will continue to work with our offices and with our pro bono and community outreach partners this year to inspire participation and, we hope, to help more people.

**Our community achievements throughout the year**

£1m

Foundation funding in 2013/14

52,346

pro bono hours worked by lawyers



Hope & Homes for Children

## HOPE AND HOMES FOR CHILDREN

Clifford Chance Access to Justice Award winner 2013

Many young Ukrainians spend their childhoods in the sterile, soul-draining world of state institutional care. When Kalyna's father abandoned the family after she was born, leaving them with no income or home, her mother Aneta had no choice but to seek help from child protection authorities. She was scared Kalyna would enter an institution, but international charity Hope and Homes for Children put mother and daughter on their way to a brighter future, together.

The charity, which won our 2013 Access to Justice Award, supports governments around the world to replace institutional child care with family-based systems. Worldwide, 8 million children live in institutions, denied a family's love and constantly at risk of abuse, neglect and a host of other problems – from serious developmental delays caused by lack of stimulation to difficulties communicating and forming normal relationships. The damage can haunt children into adulthood.

With the support of £50,000 from the Clifford Chance Foundation and 500 hours of pro bono work, the charity is now conducting an audit of the Ukrainian child care system, working on legislation, policy and

best practice guides to improve family-based care, and training 30 professionals who will in turn train 370 more people.

And at its Ray of Hope Centre, the organisation offers services to keep vulnerable families together, including temporary accommodation for at-risk mothers and their babies, and advice on child care and accessing the benefits system. The centre also provides emergency shelter for children who have been removed from their families or abandoned, legal advice to families at risk, and longer-term care for children with special needs or who cannot be cared for by their families or fosterers.

Since the centre opened in 2011, no local children have been placed in an institution. The charity hopes to see that story repeated everywhere. "All children deserve to grow up with the love and support of a family," says chief executive Mark Waddington. "By giving us access to legal advice and support that we never could have afforded otherwise, Clifford Chance is helping us make great strides towards the day when children everywhere will have that chance."





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

**Hong Kong**  
**Heep Hong Society** supports children with special needs, enabling them to reach their potential and lead fulfilling lives by providing training and education to the children and their families. Each week, employees from our Hong Kong office visit the centre to read with the children before work. Donations from the office have also paid for equipment such as iPads and interactive whiteboards to help improve the children's communication and social skills.

**UK**  
**Caritas Anchor House** is a residential and life skills centre that helps homeless and vulnerable adults turn their lives around.

We've been working with Caritas Anchor House to help speakers of other languages ensure they have a basic level of reading and writing skills in English. Since 2012, 30 lawyers and Business Services staff from our London office have attended sessions.

**Germany**  
For **Mehrgenerationenhaus**, the key to developing life skills and gaining experience is to bring together both young and old people from migrant backgrounds who live in difficult social situations. Our Frankfurt office has worked with the charity for almost 10 years, providing funding and support for its summer camps, competitions for the children and legal advice to those who attend its centres.

**US**  
When city funding for schools in New York City was reduced, **P.S. 159** asked all parents to donate a ream of paper. Going a step further, parent and legal secretary Helen Sepulveda, along with other secretaries, started collecting scrap paper from printers and delivered it to the school. With support from the Pro Bono Committee, collection bins were installed on each floor of the office. So far, over 250,000 sheets have been collected, allowing the children to take home sheets printed with lessons and assignments, and improving performance.

## A SPECIAL RELATIONSHIP

**Access to education: The Special Needs Future Development Centre (SNF)**  
Location: Dubai

SNF supports families of young people with special needs, helping them achieve their full potential and integrate into the community.

Over the past five years, more than 60 volunteers from our Dubai office have helped deliver a range of educational and therapeutic activities, including dance, numeracy, literacy, arts and crafts. In 2013, we raised AED100,000 (£17,500) for SNF with initiatives such as running a marathon, climbing Mount Kilimanjaro, hosting brunches and renting out the managing partner's car at the Christmas auction!

We presented the cheque at the annual Christmas Wishes celebration, where students write to Santa with their Christmas wish and employees buy gifts for Santa (and elves) to deliver.



Painting workshop, SNF, Dubai.



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

**UK**  
After being abandoned at a children's home at the age of seven, Ion ran away five years later following physical abuse. Finding himself on the streets of London, Ion turned to **West London Churches Homeless Concern** (WLCHC) who helped him access healthcare, a place to stay and English classes. Last winter, a donation from the Clifford Chance Foundation enabled 236 of WLCHC's clients to be seen by a legal adviser, resulting in 45 securing accommodation, 49 receiving benefits and 21 finding employment.

**Netherlands**  
In just four years, Netherlands-based credit rating agency **SCOPEinsight** has helped almost 1.5 million farmers access sustainable credit. The social enterprise works with small and medium-sized agricultural businesses in low-income countries, whose growth is essential for continued global food security. Our lawyers in Amsterdam have provided

pro bono advice since 2011, helping SCOPEinsight set up business, handling contracts and drafting documents.

**US**  
New York charity **The Door** turned to us for help when property developers bid just \$100 per square foot for some of its prime Manhattan real estate development rights. Our lawyers worked pro bono to reach a \$30 million deal – over three times the original offer. The income will allow The Door to continue offering empowerment services to New York's most disconnected youth.

**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.

**Global**  
Our network for LGBT individuals, Arcus, volunteered more than 200 hours to LGBT issues around the world last year. The team has helped the **Human Dignity Trust** to challenge Cameroon's anti-homosexuality legislation and worked with **Non-Gendered**

on the rights of non- and third-gendered people living in the UK. Over the past five years, the network has helped raise more than £250,000 for the **Albert Kennedy Trust**.

**Australia**  
For many, falling ill with cancer not only brings health worries but financial ones, too. Lawyers in our Sydney office have supported the **Cancer Council of New South Wales' Legal Referral Service** for three years, providing pro bono advice to cancer patients in areas such as employment law, insurance – including early access to superannuation – and consumer credit matters.

**Global**  
In some circumstances, victims of grave international crimes are unable to seek justice from their sovereign nation. A team of lawyers from across the network has conducted extensive analysis to update **Human Rights Watch's** (HRW's) 2006 report on Universal Jurisdiction in Europe (see insert, page 21). The research will help inform HRW's work and the results will be published to assist organisations and stakeholders who work to prosecute the alleged perpetrators of grave international crimes.

## A POULTRY CONTRIBUTION

**Access to finance: Shivia Microfinance**  
Location: West Bengal

In West Bengal, a £12 toolkit could get a family out of poverty. Since 2011, Shivia has sold (at a subsidised rate) and distributed more than 6,000 Poultry Development Services (PDS) toolkits, consisting of 10 chicks or ducks, vaccinations and feed. Once trained, families can establish a steady income selling eggs and poultry. The money could educate a child, build a toilet or gain access to clean water. Since the scheme began, Shivia has improved more than 50,000 lives.

With our financial and pro bono support, Shivia this year opened its third PDS office and launched a new agricultural programme to train 1,000 families over two years. We also printed its Annual Report, and in November welcomed CEO Oly Donnelly into our London offices to speak to employees about Shivia's work and raise awareness of our social involvement within the firm.



## FILLING A LEGAL ADVICE GAP

**Access to justice: Free legal advice**  
Locations: Poland, Spain, UK, US

Recent cuts to legal aid have dramatically affected the lives of Britain's least well off as demand rises for welfare, housing and employment advice. Last year, 171 of our lawyers offered free weekly legal advice at five centres around London, while two full-time equivalent secondees contributed 3,000 hours' work at the **Mary Ward Legal Centre**. Over the course of 2013 we donated £169,235 to these outstanding organisations.

Meanwhile, our New York office continues to help **My Sisters' Place**, a charity working to eradicate domestic violence and providing shelter, counselling, education and advocacy to victims. And the Clifford Chance Foundation has funded several grants for clients of Warsaw-based **Prawo do Pomocy**, which offers advice to people from the legal community who are in personal or financial difficulty.

In Spain, where one in four people is out of work, we provide pro bono support to **Tengo Hogar**, a charity which provides temporary housing for crisis-hit families, allowing them to concentrate on job hunting and regaining their financial independence.

Clifford Chance lawyer at a legal advice clinic in London.



# Environment

▪ Restaurant Associates collects food waste from food preparation for composting.

## We're dedicated to ...

# MANAGING THE IMPACT WE HAVE ON THE ENVIRONMENT.

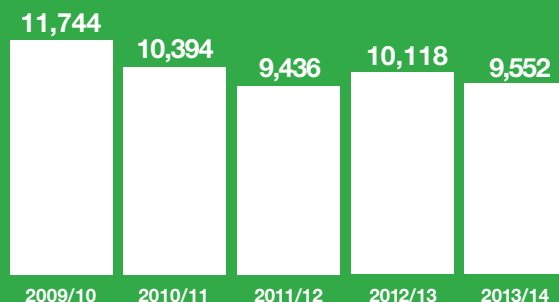
### Engaging our stakeholders: suppliers

Although we are an office-based business with a relatively small environmental footprint, we have a responsibility to manage our impact. Collaboration with our suppliers is an important part of that approach.

We operate from financial centres around the globe and our supplier base is complex: from small, local, social enterprises to massive corporations. We encourage all these organisations to share information with us about their environmental policies, CO<sub>2</sub> emissions and recycling efforts, particularly where we have significant partnerships that often cross borders.

In London, for example, we worked with our catering supplier, Restaurant Associates, to roll out biodegradable food packaging in the office, and we run joint communication campaigns on issues such as recycling food waste.

It doesn't stop there. As suppliers to our clients, we regularly engage in dialogue with them on these issues – we're working to be one link in a sustainable supply chain.



Total energy used per FTE (kWh)

# 3.5%

reduction in paper usage per FTE

# 5.6%

reduction in energy consumption per FTE  
(fuel and electricity)

# 95%

of offices separate waste for recycling

### Our environmental certifications:

**ISO 14001** *ISO 14001 Environmental Management System*  
– London, Amsterdam



*Building and Construction Authority Green Mark*  
– Singapore



*LEED (Leadership in Energy and Environmental Design) Green Buildings*  
**Gold standard**  
– Washington, DC  
**Silver standard**  
– New York



*Mayor of London's Green Procurement Code*  
– London

**BREEAM** *BREEAM sustainable building certificate*  
– London, Luxembourg

**EPC** *Energy Performance Certificate*  
– London – rating: C

Read more on our website:  
[www.cliffordchance.com](http://www.cliffordchance.com)

# We're dedicated to ... Managing the impact we have on the environment.

**How can we fuel consistent economic growth with finite natural resources? This question concerns us as a business, as a society and as individuals.**

## A responsible business

We have a responsibility as a business to ensure we are consuming resources efficiently. To do this, we must measure what we consume, and then set targets to reduce it. Our environmental benchmarking group collects a wide range of metrics from all our offices, which we can review at a global level (see page 29). This helps us keep track of where we need to improve.

Global IT projects, such as reducing the number of data storage units from 36 to six, have a major impact on our energy consumption, but many of the improvements to our environmental performance take place at an individual office level.

For example, our ISO 14001-certified London office has started a project to replace cathode and halogen lamps with LEDs in high-use areas such as lobbies and stairwells, which last longer and use less energy.

In Italy, a programme to replace colour printers with more energy-efficient models helped to reduce consumption – and cost. In Amsterdam a new electricity-saving device, OptiVolt, has been installed and is saving over 10% of electricity annually. And in Luxembourg we moved to more energy-efficient premises.

## Individual action

We must ensure our people are able to recycle – or dispose safely of – the waste they produce during their working day, and that we help them to use resources more sparingly. We regularly run internal communication campaigns encouraging people to reduce electricity and paper consumption. We ask our colleagues to consider their impact outside the workplace, too, through our annual support of global campaigns such as Earth Hour and World Environment Day.

## A wider impact

We must also recognise that through doing business we have a far-reaching impact on the environment. Perhaps not directly –

we don't build arrays of solar panels or construct the turbines for wind farms – but our legal advice does enable our clients to do so. And we like to think we're breaking ground in a different way – by providing leading-edge advice that allows our clients to innovate.

Our pioneering work and creativity won us the accolade of Legal Adviser of the Year for Renewables at the Infrastructure Journal Awards in 2013 for advising on the financing of the Mareña Renovables wind farm in Mexico and on offshore wind farms in the UK.

And we have acted on less tangible – though no less important and complex – matters that combine our expertise in financing, funds and energy. We advised on a climate solutions fund to invest in European and North American climate solutions businesses – an important part of a transition to a sustainable low-carbon economy – and on a National Energy Saving Fund for the Dutch government and two banks. This fund will allow Dutch homeowners wanting a more energy-efficient home to apply for a special loan, provided by the fund.

Our environmental achievements throughout the year

34

offices recycled at least 50% of paper waste

World Environment Day volunteers plant trees in Hong Kong.

## SUSTAINABLE INVESTMENT

Locations: Spain, US

With past investments including an eco-friendly car-sharing service and an online club whose members win prizes for doing good deeds, **Creas** is at the forefront of social venture capital funding in Spain.

Creas only supports projects with clear environmental and social benefits, and this year it spread beyond its Iberian borders, providing \$250,000 to American social enterprise Emzingo. Since 2010, Emzingo has managed over 70 development programmes in growth economies providing consulting work for environmental and social projects. And at the same time, the project participants learn the skills they'll need to tackle the problems of the future.

Creas asked our Barcelona team to draft an agreement. But since Emzingo is subject to US law, we enlisted colleagues in New York to help. Working across borders, we produced a document based on Creas's models but consistent with US law. Thanks to the investment, Emzingo is now planning to extend its programmes beyond project participants to directors and managers.

## A TRANSPARENT FOOTPRINT

Location: Global

With over 6,000 people working in 36 offices, it's difficult to keep track of how we're affecting the environment. As we adapt to a world where environmental sustainability is increasingly important, we need to know where we are doing well and where we can improve. That's why we rolled out the Greenstone carbon management system globally this year.

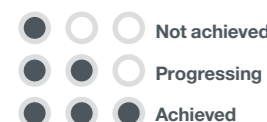
The system tracks how much electricity, gas, water, fuel oil, paper, waste and even refrigerant gas we are getting through, and calculates the carbon emissions of transport. At the click of a button, we can access data about our usage anywhere and at any time.

Greenstone cuts out hours of work for our sustainability teams – hours they used to spend trawling through data. Now they use that time to plan how we can manage our environmental impact.

Like all large firms, we have a duty to protect the environment for future generations. And it's also our duty to be transparent about how we're doing this. Now that our reporting system has gone global, we are on a path to fulfilling both of these duties.



## TARGETS AND PROGRESS



2013/14 objectives	2013/14 performance	Achievement level	Commentary
At least 30% female partners	16.0%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	Our ambition is to achieve a more gender-balanced partnership comprising at least 30% female partners. Women accounted for 33% of our partner promotions on 1 May 2014, resulting in women making up 16.9% of our partnership (vs 16.0% at 30 April 2014).
Provide up to 10 apprenticeships in the UK	3	<span style="display: inline-block; width: 10px; height: 10px; background-color: #000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	We are currently running a pilot scheme in London and will be reviewing its success in 2015. We continue to support a number of other apprenticeships around our network, including in the Middle East, Europe and the US.
Provide up to 50 work experience places in accordance with the PRIME initiative	59	<span style="display: inline-block; width: 10px; height: 10px; background-color: #000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #000; border: 1px solid #000; border-radius: 50%;"></span>	The London positions were filled through a variety of mechanisms, including direct applications from colleges and schools where we have existing relationships. We also provide work experience opportunities for people from disadvantaged backgrounds in a number of other offices including in Europe, the Middle East and the US.
Increase the proportion of lawyers doing pro bono work to 60%	54%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #f00; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #f00; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	We remain committed to reaching this target and have renewed it for 2015.
Increase Business Services volunteering hours by 10%	-7%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #f00; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	Business Services recorded 4,153 hours during the year. Our objective for 2015 is to explore the reasons for the decrease – for example, whether this relates to problems recording time or if we need to identify different opportunities for our people to get involved.
10% of pro bono hours to be for our 13 global NGO partners by end 2014/15	Ongoing	<span style="display: inline-block; width: 10px; height: 10px; background-color: #f00; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #f00; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	We are continuing to deepen our relationships with these organisations. During the course of this year we will be establishing MoUs. We will report on this target in next year's report.
Reduce CO <sub>2</sub> emissions by at least 5% from the 2012/13 baseline by the end of 2017/18	+0.1%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	We have changed the emission factors in calculating emissions this year (DEFRA14 in London and GHG Protocol elsewhere). We have more complete data, and new offices in Riyadh and Jakarta contributed to the increase.
Reduce paper consumption by 10% per FTE from the 2012/13 baseline by the end of 2017/18	-3.5%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	
Every office, where possible, to recycle at least 30% of general waste by the end of 2017/18	95%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	34 out of 36 offices separate between one and 14 types of waste for recycling.
Every office, where possible, to recycle at least 50% of office paper waste by the end of 2017/18	95%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	34 out of 36 offices are now meeting the requirement of recycling paper.
Every office to ensure that at least 15% 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 the end of 2017/18	64%	<span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid #000; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #ccc; border: 1px solid #000; border-radius: 50%;"></span>	23 out of 36 offices state they use either a paper type with a percentage of recycled content or showing a low carbon footprint.

## GLOBAL MATRIX

### UN Global Compact

Our participation in the UN Global Compact commits us to align our strategies, operations and organisational culture with the 10 Principles, covering all aspects of how we operate as a business, including our provision of legal services to both private and public sector clients.

This report provides a number of examples of our work in relation to human rights, labour, environmental protection, sustainability and anti-corruption. Our website and our client briefings provide a fuller picture. As a leading international law firm, we also consider that we have a responsibility to help shape the development of effective laws and regulations in these areas, to support robust debate around their effective implementation and to promote best practice in our own industry, as well as other sectors.

To support our reporting, we have prepared a Global Reporting Initiative (GRI) index, published on our website. This focuses on those indicators which we believe are most relevant to our business and of greatest interest to our stakeholders.

#### HUMAN RIGHTS: UN GLOBAL COMPACT PRINCIPLES

**Principle 1.** Businesses should support and respect the protection of internationally proclaimed human rights.

Relevant GRI indicators: LA13, HR1, HR2, HR3, HR5, PR8

**Principle 2.** Businesses should make sure that they are not complicit in human rights abuses.

Relevant GRI indicators: HR1, HR2, HR3, HR5

#### LABOUR: UN GLOBAL COMPACT PRINCIPLES

**Principle 3.** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Relevant GRI indicators: HR1, HR2, HR3, HR5

**Principle 4.** Businesses should uphold the elimination of all forms of forced and compulsory labour.

Relevant GRI indicators: HR1, HR2, HR3

**Principle 5.** Businesses should uphold the effective abolition of child labour.

Relevant GRI indicators: HR1, HR2, HR3

**Principle 6.** Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Relevant GRI indicators: EC7, LA13, HR1

#### ENVIRONMENT: UN GLOBAL COMPACT PRINCIPLES

**Principle 7.** Businesses should support a precautionary approach to environmental challenges.

Relevant GRI indicators: EC2, EN18, EN26

**Principle 8.** Businesses should undertake initiatives to promote greater environmental responsibility.

Relevant GRI indicators: EN4, EN6, EN7, EN16, EN18, EN26, EN28, PR3, PR4

**Principle 9.** Businesses should encourage the development and diffusion of environmentally friendly technologies.

Relevant GRI indicators: EN4, EN5, EN6, EN7, EN18, EN26

#### ANTI-CORRUPTION: UN GLOBAL COMPACT PRINCIPLES

**Principle 10.** Businesses should work against corruption in all its forms, including extortion and bribery.

Relevant GRI indicators: SO2, SO3, SO4, SO6

JUST SOME OF OUR  
DEDICATED PEOPLE ...  
THANK YOU.



1. Amsterdam football tournament for the Youth Sports Foundation.
2. New York Light the Night walk for the Leukaemia & Lymphoma Society.
3. Frankfurt clothing collection with Citi for the Federation for Child Protection.

4. Hong Kong pancake day race for Feeding Hong Kong.
5. Paris Women@CC run for the Fondation pour la Recherche Médicale.
6. Hong Kong annual charity Christmas quiz for Operation Santa Claus.

7. Washington, DC Lawyers Have Heart run for the American Heart Association.
8. Hong Kong Jardine House stair climb for MINDSET.
9. Middle East general manager Gavin Goodwin's Coast to Coast cycle challenge for Sri Lankan students.

- 10, 11 & 12. London Richard House charity fitness challenge.

£58,427

match-funded by our offices – our dedicated people raised thousands more!

# CLIFFORD CHANCE

## Clifford Chance LLP

Corporate Responsibility Report 2014

© Clifford Chance LLP, September 2014

Clifford Chance LLP is a limited liability partnership registered in England & Wales under number OC323571. Registered office: 10 Upper Bank Street, London E14 5JJ. We use the word 'partner' to refer to a member of Clifford Chance LLP or members, partners, directors, employees or consultants of Clifford Chance entities who are of equivalent standing and qualifications.



Printed on FSC® certified paper by an EMAS certified printer. Its Environmental Management System is certified to ISO 14001. 100% of the inks used are vegetable oil based, 95% of press chemicals are recycled for further use and, on average, 99% of any waste associated with this production will be recycled. This document is printed on Vision Superior, a paper containing virgin fibre sourced from well-managed, responsible, FSC®-certified forests.

Designed and produced by luminous. [www.luminous.co.uk](http://www.luminous.co.uk)