

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

We believe that our
licence to operate,

**the sustainability
of our business**

and the achievement
of our vision are
dependent on our
ability to inspire
trust and earn the
confidence of all
our stakeholders.

3,000 lawyers
 6,200 colleagues
 35 offices in 25 countries
 No.1 in Chambers Global Top 30
 Over 75% of our top 50 clients worked
 with us across at least 20 of our offices
 £1,390m in annual revenues

**We will be the global law
 firm of choice for the
 world's leading businesses
 of today and tomorrow.**

We always strive to exceed the expectations of our clients, whether from business, government or the not-for-profit sector and provide 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.

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BUILDING CONFIDENCE AND INSPIRING TRUST

OUR RESPONSIBLE BUSINESS STRATEGY

Our Responsible Business strategy is integral to our firm strategy. It guides how we conduct our core business, how we develop and support our people, and how we foster closer collaboration with our clients.

Clifford Chance has a clear vision: We will be the global law firm of choice for the world's leading businesses of today and tomorrow.

As a leader in our field, we are rightly held to high standards in all we do.

We believe that our licence to operate, the sustainability of our business and the achievement of our vision are dependent on our ability to inspire trust and earn the confidence of all our stakeholders. To do this we must act responsibly, creating long-term value and supporting their future success.

Therefore, our stakeholders are at the heart of our strategy.

We believe that our ability to build a successful business is dependent on having strong relationships across our stakeholder groups and making a useful contribution to business and wider civil society.

We believe that developing a culture of respect and support that provides opportunities for fulfilling work enables us to recruit and build rewarding careers for the best talent.

We believe that clients choose to work with organisations that share their values, who are committed to long-term relationships, and where collaboration has greatest impact.

We believe that the skills, insights and experience developed through our Responsible Business programme improve our ability to secure high-value mandates, seek always to do the best work and provide our clients with the most effective support.

We believe that developing our ability to work collaboratively, and being challenged with new ways of thinking and working, through a broad range of experience, means we are better able to understand what clients value and how to deliver it.



Doing business

Strategic focus:

We establish and promote market-shaping practices in relation to ethics, professional standards and risk management.

Benefits to clients:

Service informed and defined by the highest standards of professionalism, ethics and risk management.

Benefits to firm:

Builds trust and confidence in all stakeholders. For more information see page 9.

Community

Strategic focus:

We partner to support our community by widening access to justice, finance and education.

Benefits to clients:

Project collaboration strengthens relationships.

Benefits to firm:

Broadens experience, develops skills. For more information see page 23.

People

Strategic focus:

We realise the potential of our people by creating a safe, healthy and inclusive workplace, and by broadening our skills and experience.

Benefits to clients:

Better understanding and better advice.

Benefits to firm:

Attract, retain and develop high-quality people. For more information see page 15.

Environment

Strategic focus:

We manage our footprint and contribute to developing a more sustainable world.

Benefits to clients:

Meet expectations of environmental sustainability.

Benefits to the firm:

Demonstrates commitment to environmental issues. For more information see page 31.



“We believe that focusing on Responsible Business says something important about who we are and what we believe in and that this will strengthen the bonds between us and our clients.”

THE RIGHT CHOICES

DELIVERING ON OUR RESPONSIBILITIES

Never have expectations of business been greater. Inspiring and maintaining the trust and confidence of all our stakeholders – whether our clients, our own people, governments, regulators and the public – demands that we apply our skills and expertise, and run our business, in a way that creates long-term, sustainable benefit as well as near-term successful outcomes. Senior partner Malcolm Sweeting and managing partner Matthew Layton reflect on why we are putting our role as a Responsible Business at the heart of the firm’s strategy.

What do you mean by being a ‘responsible’ business?

Matthew: In the most basic sense it means putting our values and our integrity, together with our commitment to all our stakeholders, front and centre in how we develop and run every aspect of the firm. I think about it as always challenging ourselves by asking whether we are doing the right thing: are we helping our clients to succeed in their strategic objectives over the long-term; building our own business to be stronger and more successful for all our stakeholders; making a positive contribution to the communities in which we operate. These aren’t ‘either/or’ choices and that means it isn’t always easy. But where there are tensions – which inevitably there are – we need to consciously interrogate our decisions, and make the right choices for the right reasons.

Our clients face these exact challenges every day: more scrutiny, more questioning of their priorities, more uncertainty and shifting expectations, complex cultural nuances. At the same time, all around the world, there is a need

to rebuild and maintain the vital trust and confidence between the public and business. Supporting this objective in every aspect of our work has to be our overarching priority.

Malcolm: Take the example of the EU Referendum. We have a huge amount of relevant knowledge and expertise. We can apply that just to our clients, or we can choose to work collaboratively together with a broader group of interested stakeholders to navigate the many and complex challenges that lie ahead, collectively securing a better outcome for everyone. That is the path we want to take.

Acting responsibly also means having the courage of our convictions on important issues like human rights (we were the first major international law firm to adopt a human rights policy) and taking a leadership role on important issues such as ethics, corporate governance, risk, and regulatory compliance. Always standing up for what you believe in, being ready to do things differently, if that is what is right, can be uncomfortable but we think it is an important standard that we need to aim for.

What are you changing as a result of focusing on being a Responsible Business?

Matthew: The materiality assessment showed that our stakeholders value and support what we’re already doing around people, community and the environment. But the most important issue for everyone we spoke to was the firm’s integrity in how we operate our core business: how we service and manage our client relationships, our processes for managing risk, and the ethical standards to which we hold ourselves as an organisation. These are critical to our reputation and at the heart of our continued licence to operate.

Of course, these have always been important considerations for us and we have often played a role in setting the standards in the industry but the materiality exercise underlined the relevance of these questions to all of our stakeholders, and the need for a more integrated way of understanding our responsibilities. Hence the evolution of our new Responsible Business strategy.

Malcolm: Explicitly focusing on being a Responsible Business signals that we understand what’s important to our stakeholders, clarifies our commitment to constantly make improvements and helps us to monitor our progress more effectively.

How does our commitment to being a Responsible Business fit within the firm’s vision of being the global law firm of choice for the world’s leading businesses?

Malcolm: Clients work with organisations that have cultures and values that reflect their own values. The deepest relationships are built on trust and confidence. We believe that focusing on Responsible Business says something important about who we are and what we believe in and that this will strengthen the bonds between us and our clients.

Matthew: Being a Responsible Business is absolutely central to our strategy, governing the advice and support we give our clients. Many of our clients make a massive contribution to society through the number of people they employ and the economic benefits they generate.

We have a valuable role to play in helping them to do that successfully and sustainably across borders and cultures and in the most complex and business-critical contexts.

To what extent will being a Responsible Business make us a more successful business in the future?

Matthew: As Malcolm said, our business is founded on integrity and trust. Our success depends upon our ability to inspire and retain the confidence not just of clients and regulators but across the broad spectrum of our stakeholders. It depends upon our ability to recruit and motivate people who share our values, who are determined to be the best at what they do, who value collaboration, who have the courage to stand up for what they know to be right. I believe that by demonstrating, time and again, that we understand and respect what matters to our stakeholders, that we share and support their ambitions, and are committed to being held to account for our own actions, we will become stronger, more successful and ultimately a more sustainable business.

“Through Clifford Chance’s pro bono and financial support for our global growth and expansion, Asylum Access have nearly quadrupled the number of refugees to whom we provide individualised legal assistance, growing from 5,800 to over 20,000 a year. To receive such “full-service” pro bono support is invaluable, and makes Clifford Chance unique.”

Emily Arnold-Fernández,
Executive Director, Asylum Access

>> We surveyed some 40 of our NGO partners to understand what mattered most to them and held a workshop in London to interrogate the findings in more detail. As part of the materiality exercise, we also held a number of discussions with our clients to get a fuller understanding of what they value most in their legal advisors.

What we learned from this exercise and what we continue to assimilate into our thinking through ongoing feedback reflects a broad range of perspectives and expectations. While it is difficult to generalise – each member of our different stakeholder groups will look at issues in their own way – some common themes did emerge.

All stakeholder groups consider that a responsible business should be governed by the highest standards of ethical behaviour, regulatory compliance, information security and risk management. All stakeholders thought quality of service and effective client relationship management should sit at the very heart of our Responsible Business strategy.

Inclusion and diversity, including gender balance and LGBT+ issues, and people development, were valued highly by all our stakeholder groups. We continue to prioritise these issues, alongside the physical and mental wellbeing of our people.

Our people continue to value the contribution they can personally make to supporting our communities and working with our strategic NGO partners. Our readiness and ability to contribute our time, energy, expertise and financial support to our local and global communities was also viewed as important by our external stakeholders.

The materiality exercise also confirmed our stakeholders’ expectations that we should set high standards for managing our environmental impact.

There was consensus among all stakeholders that we should be transparent about our performance against these targets, and an expectation that we should constantly review our Responsible Business strategy to ensure it continues to address their most important issues.



BUILDING UNDERSTANDING OF OUR MOST IMPORTANT ISSUES

As a Responsible Business, we do not operate in isolation. Our strategic decision making is informed by the expectations of our clients, our community and NGO partners, our employees and stakeholders in wider society. Our aspirations and actions are shaped through an ongoing and open dialogue with these different stakeholders.

Issues like business ethics, regulatory compliance and information security are important to us, and we also know through our regular conversations that they are of critical importance to our clients, our NGO partners and other stakeholders.

We know issues such as human rights, pro bono volunteering and philanthropic giving are important concerns for our NGO and community outreach partners; they are also valued by our clients and employees as opportunities for collaboration.

Similarly, issues around employee wellbeing and people development are important to us because we know these are critical issues for people looking to join the firm and for colleagues who are already working here.

Drawing together these different insights about what is most important to our stakeholders allows us to build a complete picture of the ‘material’ issues we need to consider in ensuring our Responsible

Business strategy is fully aligned with our vision, our commercial strategy and the values we feel strongly about.

In addition to this ongoing dialogue, we will, at regular intervals, gather formal feedback from our stakeholders about what they regard as the key issues facing them over the near and medium-term future. Beginning in late 2014, we conducted a ‘materiality assessment’ exercise with our clients, NGO partners and internally.

The exercise began with a series of extensive qualitative interviews with senior leaders from across the firm.

At focus groups in Amsterdam, Dubai, Hong Kong, London and New York, and individual meetings, we looked at our operations and the issues our people considered most relevant to how we do business. >>

POTENTIAL TO IMPACT ON THE SUSTAINABILITY AND SUCCESS OF CLIFFORD CHANCE

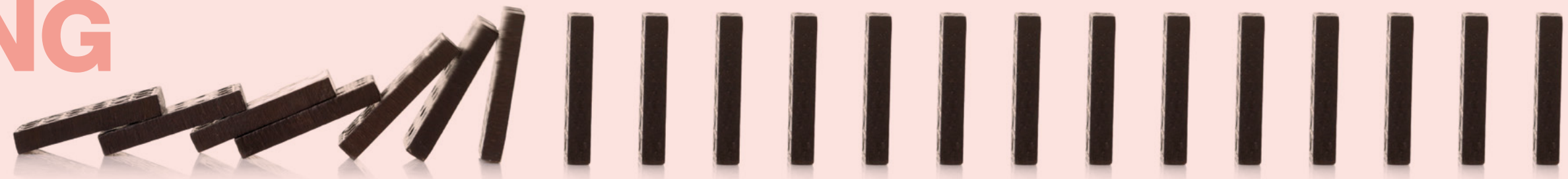


DOING BUSINESS

An aerial, top-down view of a city street intersection. The scene is captured from a high angle, showing a multi-lane road with several cars in motion. The cars are in various colors: yellow, blue, red, and grey. The surrounding buildings are modern, with one featuring a prominent grid-like facade. The rooftops of the buildings are visible, showing various structures like satellite dishes and air conditioning units. The overall lighting is bright, suggesting a clear day. The text 'DOING BUSINESS' is overlaid in large, white, bold, sans-serif capital letters across the center of the image.

It is important when advising clients that our lawyers are not simply achieving an outcome, but are also acting with integrity.

MANAGING RISK



HOW WE DO BUSINESS

We are committed to maintaining and developing a responsible and ethical business, working to the highest standards in all we do. This commitment is shared by the whole of our organisation worldwide and endorsed at the highest level.

We want to be seen as trusted advisers, supporting our clients' own ethical endeavours, looking beyond the strict letter of the law to the ethical purpose behind it. Our lawyers are encouraged not only to ensure that they advise clients within the technical confines of the law, but also to consider the policies and objectives behind relevant legal requirements, as well as broader societal expectation.

At the simplest level our approach to acting ethically could be characterised as 'doing the right thing in the right way, everywhere'. We have taken a global view. Although the professional codes of conduct which govern us as lawyers require us all to act with integrity, and similarly there are laws regulating our business in the many countries in which we operate, the detail varies from one jurisdiction to another. Our approach has been to apply the same, highest possible, standards to every part of our business, to every office and every member of the firm, whether or not required by local law.

We seek to ensure that each of our people feels personally responsible for his or her part in implementing our global standards, as both an ambassador and a risk manager. We have created global processes to review regularly our performance against those aims and standards, involving senior management in each Clifford Chance office, co-ordinated and supported by the general counsel and central compliance function.

Our strategy is to establish and promote market-shaping practices and help shape standards in relation to the evolving areas of ethics, professional standards and risk management, reflecting those values and issues that our clients have told us are most important to them. In this way we are acting as a responsive business.

Clifford Chance has, over many years, sought to promote greater professionalism in the industry and set transparent standards for how legal services should be provided. By continuing to innovate in this area and

creating a culture of responsibility, we aim to develop a generation of professionals who will lead our industry in developing and promoting a Responsible Business.

We continue to evolve our capabilities and our thinking on the way we do business and with whom we do it. For instance, with increased amounts of information available and improved processes in place, we are able to make a better assessment of our clients' and suppliers' human rights records. Just as clients want to be seen by wider society to be acting responsibly, so Clifford Chance wants to be seen to promote responsible business practices and to earn the trust and confidence of all our stakeholders. In this way we will build an ethical culture, a market leading reputation and a more successful, sustainable business.

OUR GLOBAL INITIATIVES INCLUDE:

- Legal Ethics Training Programme: 90 minutes of dedicated ethical training every year for all our lawyers, covering different areas of a lawyer's practice.
- Annual compliance declaration, which refreshes familiarity with some of our basic policies in the area of business ethics and confidentiality and is required of every member of the firm.
- Strict policies on anti-money laundering covering client engagement from inception and transaction scrutiny throughout, with special features for the conflict clearance and accounting teams.
- Strict policies on anti-corruption, with a risk-based approach to corporate hospitality, requiring prior approval at specified financial limits, with special restrictions where public officials are concerned.
- Putting in place policies and procedures to ensure modern slavery is not present in any part of our business and supply chain, following the introduction of the Modern Slavery Act.

ZERO TOLERANCE FOR BRIBERY AND CORRUPTION

Prosecutions for bribery and corruption continue to attract media headlines around the world.

Given the high stakes – risk of imprisonment for those found guilty and unlimited fines for the organisations involved – we are working with our clients to address the potential risks to their business and to their reputation by any failure to comply with anti-bribery rules.

Fundamental to this approach is the need to stay on top of relevant legislative developments and enforcement trends in the countries in which they operate. Some national authorities have even highlighted this information gathering as a regulatory requirement for directors and senior corporate officers.

To ensure our clients are aware of changes to legislation and on prosecutions and enforcement trends, we produce updates on the significant issues at regular intervals.

Beyond the advice we give to clients, our commitment to set the very highest standards of ethical behaviour also governs our own internal policies and processes on this important issue. Bribery is a criminal offence under most countries' laws; it is also a breach of the professional ethics rules applicable to lawyers.

Our zero tolerance policy for bribery and corruption is supplemented by training, monitoring and communications about the issue as part of our wider anti-bribery programme.

CONFIDENTIALITY: MANAGING AND PROTECTING OUR KNOWLEDGE

In our increasingly information-rich world, it is critical that we manage our knowledge and data – proprietary and client information – securely.

Our knowledge is a valuable asset and an important reason why clients choose to work with us. We seek to promote knowledge sharing across the organisation to leverage our competitive position while also supporting collaborative working on behalf of our clients. Achieving the balance – between security and 'smart', responsive working – is difficult and sits at the heart of our relationship with our clients and our ambition to be a Responsible Business setting the professional standards for the industry.

As our clients are subject to the highest standards of information security, they increasingly expect us to be mindful of the security of the information we have, share and store about them. They also look to us to be responsive and agile in our service delivery.

We aim to meet these increased expectations, with no compromise on issues around data security and confidentiality.

All our people have a duty of confidentiality to our clients. This duty is a legal and regulatory requirement; it is also fundamental to our role as a client-focused business.

The firm's senior management has these issues at the top of its agenda. This is not a finite endeavour and we will continue to invest in technology and put in place the systems and processes needed to safeguard the intelligence of the firm and the confidence our clients.

GLOBAL STANDARDS

Partner Rae Lindsay is advising the firm on the best practice implementation of its own human rights policy.



RESPECTING HUMAN RIGHTS

We are proud to have been one of the first law firms to adopt a formal human rights policy in 2013 and to have been closely involved in the development of the UN Guiding Principles on Business and Human Rights.

Consistent with our policy, and our participation in the UN Global Compact, we have developed strategies, risk management systems and training aimed at ensuring respect for human rights throughout our operations. Mandatory human rights training has been introduced for all of the firm's lawyers and members of our business services teams to increase their awareness of the issues most likely to occur in the course of their work and provide a framework within which to address them.

As we are increasingly called upon by clients to advise them on the management of human rights risks arising in relation to their business, we have a team of lawyers with specialist expertise that advises regularly on mandates involving business and human rights issues.

We have taken steps to ensure that our responsibility to respect human rights and our professional obligations to our clients do not conflict. Our clearance centre teams

have been trained to identify and understand potential human rights impacts of our client relationships, and we take steps to ensure that any identified human rights risks are addressed appropriately in accordance with our policy.

In relation to our supply chains, we have undertaken a process to address potential human rights risks that could arise through our relationships, with a recent focus on the risks of slavery and human trafficking. Our objective is to ensure that all of our people approach their work and their business relationships within a framework that respects the human rights of others and to support clients who seek assistance in doing the same.

Our commitment to respect internationally recognised human rights is a fundamental tenet guiding the way we work, who we work for and the work we do.



PEOPLE

BUILDING THE BEST TEAM

We believe our success is built on our ability to field the best team, so we have made this one of our strategic priorities. This means investing in ever better processes and systems to recruit, develop, motivate and support the most talented individuals; it means bringing people into the firm from a wide range of backgrounds, to develop ever better solutions to our clients' most important challenges; and it means promoting teamwork, as we are so much more powerful when we work together.

We seek to create an open, welcoming culture and an environment which treats everyone fairly, fosters collaboration and increases effectiveness and impact. We encourage our people to develop their resilience, providing resources and support to ensure their physical and mental wellbeing. We invest in enhancing skills and sharing knowledge. We embrace innovation and are open to change and to finding improved ways of working.

26,500

Total hours invested in training

4,000

Total number of Clifford Chance Academy participants

1,500

Total number of classroom courses

4.7

Average course satisfaction, score out of 5

BEING MORE OPEN

WORKING TOGETHER BETTER

This year, we moved some 500 London-based business services colleagues to a new open-plan working space in our current building and to another office just two minutes away. The decision was a commercial one but, as those responsible for managing the move explain, necessity was transformed into a virtue. People's needs were put at the centre of the project during both the design and delivery phases and the result is a state-of-the-art environment that encourages greater collaboration, supports more efficient working and is greener.

Tom Slate, Director of Continuous Improvement, explains that from the very first planning meeting: "The philosophy was all about how we were going to enable people to work together in a different way: more flexibly and more effectively."

Tom adds: "We started with a blank canvas. Initially, we didn't know what the office would look like or where exactly it would be. We knew we wanted to keep a space in our existing building for some teams and for ad-hoc working and that the new office would have to be nearby, but after that a lot of the focus was thinking about how we create spaces that help people to do their jobs smarter, better, in the space that was most convenient for them."

While the project team looked at other offices designed to support flexible and collaborative working, we also ran an extensive listening exercise. As London HR Director Claire Howe explains, a lot of employee input was built into the eventual design.

"We created a group of Change Champions; one or two individuals that represented their functional area and were heavily involved in identifying the needs of their teams. They consulted around all sorts of things from the choice of furniture and the configuration of different meeting spaces to new working protocols. Their contribution was critical to the success of the move."

"There was another group who were involved in trialling the different technologies, laptops versus tablets, and provided feedback about which technology was going to be most helpful and best for most users. By constantly listening to people's views through a variety of forums, we were able to ensure we were designing something that was right."

The combination of increased use of mobile devices, pervasive wi-fi and 'follow-me' printing has not only enabled flexible working, it has also saved costs: print volumes have dropped by more than 55%, with an estimated 3.5m fewer printed pages produced every

year by the teams that have moved. The move to open plan was new for some people and has involved adjusting to working in closer contact with colleagues. Issues like noise, storage of personal items, booking meeting rooms and protocols around use of desks and even eating in communal spaces needed to be considered.

Alistair Johnson, General Manager London, explains: "There was a heavy focus on getting people ready for the change. We started that process early on, so I think by the time it came to the move people were prepared for it and understood what behaviours were expected of them."

"We did some sessions with managers; people managers first and then sessions with different teams of people to focus on these protocols. That input really helped us in drawing up best practice."

Six months after most people moved into the new spaces, what is working best?

"People like having the choice of informal spaces to have conversations and meetings, as well as more formal meeting rooms," says Claire. "They like having a workplace which

"People's needs were put at the centre of the project."

is flexible and suits the way they want to work." Tom says the new space is aiding efficiency and saving money. "The new working environment is more productive. Even if it feels more relaxed, people are using their time more efficiently and getting more done. We are working together better."





“We care about the physical health of everyone who works here and we care about their mental wellbeing in the same way.”

David Bickerton, London managing partner

WELLNESS MATTERS

ENABLING COLLEAGUES TO GIVE THEIR BEST

We are committed to attracting, developing and retaining the best team to deliver the very highest level of service to our clients. As part of this commitment, we invest in our people’s wellbeing so that they can perform at their full potential. This means caring for our people’s physical and mental health.

London managing partner David Bickerton explains: “We ask a lot from our people and we need them to be able to be themselves and to give their best to our clients. We care about the physical health of everyone who works here and we care about their mental wellbeing in the same way.”

In the UK, an estimated 91 million days are lost to stress and other mental illness each year, amounting to a cost of £1,035 per worker per year. Previously, the London office supported the ‘black dog’ campaign by the mental health charity SANE to tackle the stigma around mental health conditions.

This year we joined the City Mental Health Alliance, a partnership of professional services firms, to raise the awareness of the issue and to create an environment where people at all levels in an organisation can talk openly about their experiences. As part of this year’s Mental Health Awareness Week, we ran a number of events focusing on relationships and signed up to the

London Lord Mayor’s This is Me campaign, which encourages employees who have experienced a mental health problem to share their story.

We provide resources and support for those managing mental health conditions. There are a number of partners and senior Business Services people who act as Mental Health Advocates, providing advice on sources of support for an individual, or someone who may be managing an individual with mental health concerns.

And our Employee Assistance Programme (EAP), which is being rolled out across the global network over the coming year, provides individual support from trained counsellors as well as fast access to a range of services.

Our offices in Delhi, New York and Paris are running similar campaigns to raise awareness around mental health issues.



The ‘black dog’ campaign by mental health charity SANE

As part of our wider wellbeing agenda, we promote mindfulness as a way of not only helping with stress, but also with managing physical problems, such as chronic pain. In January of this year, our Singapore office hosted a well-attended session on ‘Mindfulness in the Workplace’ with the Britcham Women in Business group. The Clifford Chance Academy runs a ‘bite-size’ learning course ‘Introduction to Mindfulness’ and Geelong Thubten, a Buddhist monk, regularly leads mindfulness practice sessions in our London office.

In London we also ran a highly popular series called ‘Meet the Experts’, providing the chance to chat with specialists about a number of different health-related topics, including nutrition, ageing and cardiovascular health. The office also took part in National Fitness Day, when colleagues were offered free health checks, such as blood pressure and heart rate, and help to draw up personalised exercise plans.



Employees got behind the Global Corporate Challenge

Promoting a healthy lifestyle is another focus. This year we are participating in the Global Corporate Challenge a programme that encourages businesses, all over the world to improve the health, performance and engagement levels of their employees. Teams of seven from across the Firm are tasked with walking 10,000 steps every day for 100 days. The challenge helps our people take the first step towards a healthier lifestyle while also encouraging teamwork.

CELEBRATING INTERNATIONAL WOMEN'S DAY

In advance of International Women's Day, global managing partner Matthew Layton announced that Clifford Chance was joining a number of our leading clients, including Axa, Carrefour, L'Oreal, Pfizer, Fujitsu, and RBS in signing the UN Women's Empowerment Principles. In doing so, we made a public commitment to promote gender equality and inclusiveness within the organisation. At the heart of this commitment is our existing pledge to achieve a more gender-balanced partnership, comprising at least 30% female partners.

This year, for the first time, we co-ordinated our efforts around the firm to mark International Women's Day, resulting in an array of events designed to draw attention to the issues, facilitate debate and help women less fortunate than ourselves.

Our US and Australian offices held a clothes drive for business attire to help out-of-work women get back into employment and raised funds for the Dress for Success charity.

Our Hong Kong office also held a clothes collection and sponsored a table at The Women's Foundation lunch with invited client guests including HSBC, Deutsche Bank and BNPP. The event raised funds for disadvantaged women and girls in Hong Kong.

Our Global Shared Support Centre in Delhi invited Literacy India's handicraft section "Indha" to hold a sale of its hand-made products in the office. Literacy India helps rural women to gain a livelihood, enabling them to improve their socio-economic status in their communities.

In Dubai, we supported the Shell Women's Networking UAE panel discussion featuring senior women executives and we participated in the 'Pledge for Parity' business breakfast in Abu Dhabi organised by the Central Business District Network of Women and The British Business Group.

Our German offices donated 5,000 euros to the Frankfurt Multigenerationhouse, a longstanding charity partner of the Firm, which houses refugee families, mostly from Syria, Afghanistan, Iraq, Eritrea and Pakistan.

Our London office hosted a talk by the broadcaster and journalist Mishal Husain, who spoke about the barriers that prevent women reaching their full potential and how women and girls can build their confidence and skills to play a fuller role in the workplace and society. There was also a presentation by Amanda Couper, director of legal and donor compliance for Marie Stopes International, an NGO that provides family planning and reproductive healthcare for vulnerable women.



Amanda Couper speaking at our London office for International Women's Day

POTENTIAL IN ALL

GENDER BALANCE

% Female	2016	2015
Partners	18.1%	17.0%
Other fee earners	47.9%	47.1%
Business services	67.7%	67.7%

ETHNIC MINORITIES (SELF-REPORTING)

	2016	2015
Partners		
New York/Washington, DC	6.6%	5.0%
London	5.2%	5.3%
Other fee earners		
New York/Washington, DC	34.3%	31.1%
London	26.4%	26.2%
Business services		
New York/Washington, DC	50.0%	49.1%
London	15.9%	16.7%

DEVELOPING OUR LEADERS

To meet the challenges of today and tomorrow we need to regularly refresh our skills and ensure our thinking is kept up to date.



The Clifford Chance Academy has launched two courses this year aimed at broadening the skills of our management cadre in our global network. The Strategic Leadership Programme is a new course for directors, while the Making Strategy Happen programme is new for executive managers.

The aim of the Strategic Leadership Programme is to equip Directors and Executive Directors with the skills and know-how to lead the firm and their teams through change aligned with our strategy. The course considers personal styles and techniques to help leaders to communicate with their people to inspire, coach and motivate them.

A course participant said: "Spending time assessing and discussing the variables of business planning, business management and strategic analysis is invaluable and it was illuminating to hear from fellow directors about their approaches to strategy and implementation."

The objective of the Making Strategy Happen course is to help managers excel in their roles so they can be more confident and collaborative advisors to the business. The course aims to sharpen participants' business acumen and to develop their influencing skills.

Both courses aim to build resilience and positive ways of managing oneself and others through a period of change.



COMMUNITY

BUILDING STRONGER COMMUNITIES

At the centre of our pro bono and outreach programme are strategic partnerships with 16 NGOs and a number of community partners. The relationships are focused on helping those organisations to achieve their objectives through the provision of free legal advice and professional expertise, and funding from the Clifford Chance Foundation.

These partnerships, alongside hundreds of others, large and small across the firm, contribute to our 'Helping 100,000 initiative' – an annual target to make a material difference to the lives of 100,000 people around the world through our community and pro bono work. We have exceeded the target every year since its start in 2012.

Everyone in the Firm is encouraged to volunteer their skills and time to support those in need. From mentoring a young person to providing legal advice, we believe that helping others not only benefits the receiver, but also builds the skills and enthusiasm of the giver. We seek to create a culture of dedicated and active service.

HELPING EX-OFFENDERS BACK INTO EMPLOYMENT

The Clifford Chance Foundation partnered with The Koestler Trust, a charity which supports ex-offenders and detainees to secure employment.



The Koestler Trust's annual UK Exhibition 'Re:Form' at the Southbank Centre and the 2015 Exhibition hosts supported by Clifford Chance.

In November last year, artwork by offenders was exhibited at London's Southbank Centre with financial support from the Foundation. Called Re:Form, the exhibition aimed to change the public's perception of offenders and the contribution they can make in society.

Six ex-offenders acted as hosts, talking about their personal experience of the criminal justice system. Five of the hosts were subsequently offered jobs with the Southbank Centre.

Sally Taylor, Chief Executive at the Koestler Trust, said: "Clifford Chance, thank you so much for the support which made the hosts' project possible. You can be very proud of the outcome."

17.2

Average number of pro bono hours per lawyer

54,500

Total number of hours worked pro bono by lawyers

BETTER OUTCOMES

USING LAW TO FIGHT POVERTY

Advocates for International Development (A4ID) is a charity that seeks to empower lawyers to use their skills to fight global poverty.

The Clifford Chance Foundation, A4ID and other legal partners are working together to promote better corporate governance in Kenya and India, encouraging the adoption of the 2011 UN Guiding Principles on Business and Human Rights in the legal and business sectors, and enabling lawyers to play a leading role in the development of a responsible global business community.

The Foundation is supporting the charity over three years to design a legal programme,

and scope and deliver training for local lawyers. Funding for the first year covered one part-time A4ID staff member in both Kenya and India, A4ID staff costs in the UK relating to the programme, and various costs relating to the scoping of the initiative in India.

A progress report at the end of the first year of the programme concluded: "The first year has been extremely productive and has laid solid foundations for the key activities to take place in the following years."

BUILDING HEALTHY COMMUNITIES IN INDONESIA

Thanks to the support of the Clifford Chance Foundation, our global strategic pro bono client Opportunity International Australia is piloting a solution to tackle health and poverty challenges affecting some of Indonesia's poorest families.

In Indonesia, where half the population live in poverty, the Foundation's funding has helped launch a pilot Community Health Leader programme to tackle two key issues: lack of preventative health knowledge; and lack of accessible healthcare.

Over three years, the project hopes to train 380 women health leaders to deliver basic health education to 51,000 Indonesian families. It's estimated that some 250,000 people in total will be positively impacted by the programme.

By acting as health leaders and promoting greater awareness of health issues, the women are able to lift their communities out of poverty and participate in income generation initiatives.

The project builds on our ongoing partnership with Opportunity International, which works in 22 countries to help people set up their own businesses to improve their lives.

"It's estimated that some 250,000 people will in total be positively impacted by the programme."

Our Sydney office has previously donated funding to support a youth employment-generation programme and provided small loans to women in Assam, India, hosted fundraisers, and provided pro bono advice, including on the charity's anti-money laundering and counter-terrorism policies. The London office has advised Opportunity International UK on its corporate structure and on employment issues.

SUPPORTING REFUGEES AROUND THE WORLD

The UNHCR estimates that 65 million people have been forced from their homes, 21 million of whom have become refugees from their native countries in 2015. It is a crisis of unprecedented proportions.

As a Responsible Business, Clifford Chance is committed to providing access to justice for those who are disadvantaged and without a legal voice. As part of this commitment, the firm collaborates with partner organisations to support refugees' asylum applications, and helps empower those who are stateless and works to improve the lives of refugees in their new host countries.

As a responsible business we are also a Responsive Business. This means enabling the pro bono and community work of our colleagues on issues they care about, and providing financial assistance for the refugee-related work of our people.

For instance, through our partnership with Laamiga, an organisation that enables women to find meaningful employment, Pavini Emiko Singh, an associate in our London office, mentored 'Sarah' a refugee from Eritrea. With Emiko's help, Sarah was able to rebuild her confidence, develop her skills and improve her situation. Sarah, who speaks six languages, now balances her regular job with acting as an interpreter for other refugee families.

In Spain, our lawyers have provided pro bono legal advice to the Spanish NGO Pueblos Unidos in drafting a report on the right to asylum and refugee status in Spain. Volunteers from our Frankfurt office participate through our association with the Multigenerationhouse charity in reading and language-building programmes, and events, including day trips, to enable the

“Our work with refugees is driven by a deep, often personal commitment to help people who are vulnerable, and frequently powerless to help themselves.”

integration of refugees into German society. Colleagues in Munich and Düsseldorf help mentor young refugees, and we are the only law firm to have signed up to the Wir zusammen (We together) initiative launched in February 2016, which creates corporate career opportunities for refugees. We have also created the APAC Asylum Seekers' Forum, which aims to share knowledge and resources about asylum law within the firm. The Forum supports >>



Diana Chang,
managing partner
in Sydney

REBUILDING LIVES



Members of our Bangkok office with shoes and clothing donated to the Bangkok Refugee Centre.

>> initiatives in the region, including work with Asylum Access (one of our global strategic pro bono and community outreach clients) to review appeal cases of asylum seekers and the Bangkok Refugee Centre.

In India, we are partnering with the firm ARA Law to assist asylum seekers to gain official recognition as refugees and asylum seekers using the UNHCR framework. The aim is to help 300 cases each year, many of whom have been the victims of torture and persecution.

In co-operation with Asylum Access, our Brussels office has advised on various EU funding programmes relating to asylum seekers in Ecuador, Malaysia, Thailand and Tanzania, and provided policy information to European Commission officials working on refugee-related issues. Trainees regularly defend the interests of refugees as part of their three-year legal training.

Our work with refugees is driven by a deep, often personal commitment to help people who are vulnerable, and frequently powerless to help themselves.

In March this year, Tijmen Bongartz, Andrei Mikes and Karen Townend from our Amsterdam office travelled with Dutch refugee organisation Movement on the Ground to Lesbos in Greece to distribute food and clothes to arriving refugees. The volunteers also took part in 'Night Watches', greeting incoming boats transporting refugees from Turkey. The Amsterdam office also hosted a dinner for 80 refugees from Syria, Iraq and Eritrea, and sold red bracelets in the office to raise money for Netherlands Red Cross (Rode Kruis) in its work with refugees.

APPLYING OUR SKILLS TO HELP ASYLUM SEEKERS

Lawyers in our Sydney office are working pro bono with Justice Connect on behalf of a number of asylum seekers seeking judicial review of decisions made in relation to their applications for protective visas. Diana Chang, managing partner in Sydney, talks about her personal support for this cause and why firms have a responsibility to act.

How does the firm's pro bono and community work fit with our strategy of being a Responsible Business?

As a firm, we are in a position to contribute in a meaningful and positive way to the communities in which we operate. This type of activity is an important part of being a Responsible Business.

Why have you focused attention on the issue of asylum seekers?

We were approached in 2011 by Justice Connect to ensure that asylum seekers had access to legal assistance to appeal decisions.

Asylum seekers are a vulnerable group in our community and ordinarily don't have access to important support services such as access to legal assistance. I was encouraged by the response I received from lawyers in the firm who were keen to get involved in the project.

What extra value can our people bring to this work?

We can apply the skills we have developed as lawyers and business services colleagues to assist disadvantaged members of our community. Our work helps a variety of clients in our communities across a range of different causes.

What do you personally get from doing pro bono work?

Doing pro bono work is not only deeply satisfying, but I also learn from the experience. The community work our people participate in enhances our skills and knowledge of important issues.

How is this type of work part of our 'licence to operate'?

It is an essential part. Our clients and our people expect us to behave responsibly.

AIMING HIGHER

Our Raising Aspirations programme helps bridge the divide between the playground and the corporate world, showing youngsters how they can achieve their future goals.

We held two Raising Aspirations days this year for sixth form pupils from Brampton Manor, a multi-academy trust located in East Ham, near our London office. The days began with a panel discussion about the panellists' own career paths and some 'top tips' for future success, followed by a careers carousel talking to lawyers and business services people, and ended with a talk from HR professionals. The first event looked at a broad range of careers while the second focused on careers in the law.

The following week, another 100 students attended our Raising Aspirations open day when we partnered with JP Morgan as part of its annual 'Day of Service'. About 25 JP Morgan lawyers took part in the careers carousel.

Sam Dobin, from Brampton Manor, who organises the event, said: "Following the Raising Aspirations day last year, we've got a couple of students who now hold offers from amazing universities to study law. They would never have considered law until they spent the day at Clifford Chance and saw what was achievable!"



THE GREAT DEBATE

We are the main sponsor of the UAE Schools Debating competition and assist with judging the finals. We also help with mock debates and trials to prepare the students for the competition.

The intra-school competition in Dubai is very competitive, with the best individual debaters selected for the UAE National Schools Debating Team, which competes in the annual World Schools Debating Championships.

Our people assist in mock debates and trials to help prepare the students for the actual competition.

99

The number of partners who sat on not-for-profit boards in 2015/16

£20.5m

The value of our pro bono work globally in 2015/16



WORKING TOGETHER FOR THE LONG TERM

Central to our work in the community is a commitment to develop deep relationships with our NGO partners. We believe that by working together over the long term, investing in the relationship and really trying to understand what our partner is trying to achieve, then both they and we derive the greatest benefit.

A great example of the way we have built such a relationship through our Access to Education programme is our partnership with 15 Billion EBP, an education charity that works to improve the outcomes for young people by providing them with work-related skills and experience.

We have been involved with the charity's 'World of Work Week' programme since 2013, when we started our commitment of £14,999 seed-funding for the project. Since then, we've worked with many primary schools in the borough of Newham, hosting visits by youngsters to our London office to enable them to apply what they've learned in school in a workplace setting.

Through this initiative, the pupils develop valuable skills, such as communication (making phone calls and holding meetings), numeracy (managing a budget) and interview technique.

Such visits are hugely valuable in demonstrating the links between learning in school and success in adult life. They are also designed to develop the pupil's sense of responsibility

and co-operation, while breaking down any stereotypes that might exist around gender and cultural suitability for particular jobs.

Recently 27 pupils aged 8 and 9 from New City Primary School in Newham visited our offices as part of a 'Literacy & Numeracy at Work' day.

"The work environment at Clifford Chance is unlike anything the children see on a day-to-day basis," said the children's teacher, Charlie Wild. "Visiting the firm really helped them broaden their experience of the world of work and of different kinds of jobs on offer. Many children were also interested to learn about what they needed to do to become a solicitor."

"The children were so enthusiastic about being here," said Clifford Chance community events co-ordinator Jo Ford, who led a Career Carousel showing the children different job roles in action. "Earlier in the day, they said they wanted to be footballers or famous. But by the time they had been on a short tour and spoke to some people working at the firm, they said they all wanted to work at Clifford Chance!"

THINKING DIFFERENTLY ABOUT CAREERS

Our office in Hong Kong teamed up with our client Morgan Stanley to host a 'careers carousel' event in partnership with Hong Kong Unison, a local NGO that promotes social participation.

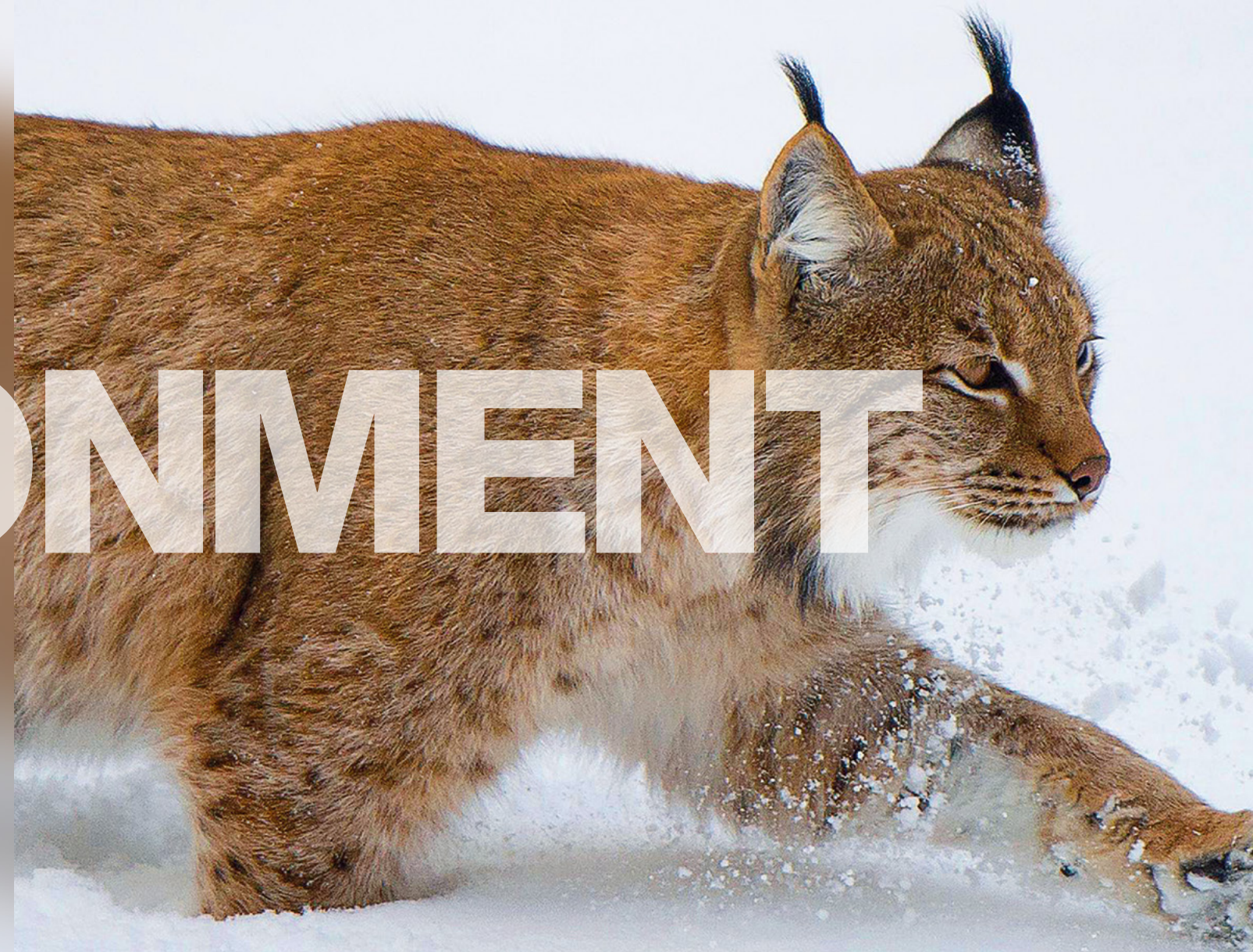
About 30 young people from state schools recently visited our offices in the business district of Hong Kong. For many, this was the first time they had been to the area known as 'Central' and the visit helped to break down perceived barriers separating them from the corporate world.

As an 'icebreaker', the young visitors were asked to guess what jobs different employees did. None of the students guessed that any of the women were lawyers, instead thinking them to be receptionists. Although the exercise was meant as a bit of fun, it also highlighted issues around gender preconceptions and the importance of visible role models.

Next, the students were separated into different groups to meet with employees in different roles, including lawyers, people working in accounts and IT professionals, talk to them about what they did each day and to ask them lots of questions. The event encouraged the young teenagers to think about careers they had never considered before and to take the first steps towards success.



ENVIRONMENT



MANAGING OUR FOOTPRINT

Clifford Chance is committed to managing its environmental impact. As a leading global law firm, our stakeholders expect us to set high standards for environmental performance across our 35 offices. In 2013, we published targets for reduction in energy emissions, paper type and consumption, and general waste and paper recycling. We have been proactive in measuring our progress towards these goals.

We constantly evaluate our environmental footprint and continue to implement energy saving and recycling initiatives. All of our offices are dedicated to reducing our impact. It is a team performance. Some offices are able to make direct technical improvements, other offices achieve reductions through emphasising the practical measures they can take, such as switching off equipment when it is not in use.

Globally, we have achieved a 9.78% reduction in energy consumption and a 10.31% reduction in paper consumption, per FTE, from our 2012/2013 baseline.

SWITCHING OFF



A SPOTLIGHT ON OUR LONDON OFFICE

Recent initiatives in our London office are a good example of local action having a global impact, when it comes to the environment.

The facilities management and business operations team has been busy implementing changes, which have had a significant effect on our worldwide energy and paper consumption.

One such change was the introduction of LED lighting. More than 11,000 lights in our Upper Bank Street office were replaced with energy-efficient LEDs. LED lamps last longer than conventional bulbs and waste far less energy in the form of heat. The installation of LED lighting in London is a significant factor, among a range of initiatives, contributing to the global fall in energy consumption by 14.30% since 2012/13.

Another change was the introduction of 'follow-me' printing in our new office in 20 Churchill Place, Canary Wharf in February 2016. 'Follow-me' printing requires users to visit and log into individual printers to manually request that their documents are printed. This makes it far more difficult to waste paper by printing documents accidentally and prompts users to stop and think about whether they really need a hard copy. The introduction of 'follow me' printing has contributed to an 8.44% reduction in paper usage across our London offices. London's year of progress culminated in the implementation of a new ISO50001-certified energy management system. This will become the office's framework for further managing, monitoring and reducing its consumption to help achieve our global energy targets.

SWITCHING OFF FOR EARTH HOUR

WWF's Earth Hour encouraged businesses, officials managing public buildings and home owners around the world to switch off their lights between 8.30 and 9.30 pm on 19 March 2016.

Almost all of the firm's offices across our global network participated for the ninth year in this annual event, along with other organisations and individuals from 178 different countries – a record breaking number, which made this the largest Earth Hour ever.

OUR GLOBAL ENVIRONMENTAL MANAGEMENT SYSTEM

Our Global Environmental Management System allows us to measure carbon emissions, identify trends and take informed action to ensure better performance in the future.

The carbon management system was rolled out globally in 2013 and tracks data from each of our 35 offices. Local representatives of our global environmental benchmark group input all available performance information into the system via our Amsterdam office, enabling us to produce annual and six-monthly reports charting energy and paper consumption, water consumption, waste recycling efforts, and other initiatives. We are accountable to each other for our environmental footprint, both locally and globally.

34

Offices separate at least one type of waste for recycling

10.31%

Reduction in paper consumption per FTE from the 2012/13 baseline

9.78%

Reduction in Scope 1 & 2 CO₂ emissions from the 2012/13 baseline

Promoting environmental initiatives by our employees, in collaboration with external organisations, is a key part of our firm-wide policy.

GIVING

WORKING WITH THE LYNX UK TRUST TO INCREASE BIODIVERSITY

Clifford Chance is working with the Lynx UK Trust to reintroduce the lynx wildcat to the UK.

Although Eurasian lynx still populate many areas of Europe, hunting and habitat destruction have eradicated the species from the UK, where the last wild lynx is thought to have died more than a millennia ago. Before its extinction, the lynx played an important role in the UK ecosystem. It is an apex predator, preventing over-population among other native species. Conservationists believe that the reintroduction of the lynx will provide a natural control over deer and fox numbers in the UK and, in doing so, increase biodiversity.

A Clifford Chance team is providing pro bono legal advice to the Trust on its proposed trial release of a small group of lynx in the UK. This includes advising on a licence application for the project, as well as complex domestic and international law issues, such as tort liability, animal welfare, species protection law, regulation and the potential impact of Brexit on the Trust's activities.

The Trust plans to transport a number of wild lynx from Europe to Kielder in Northumberland, where they will be released and tracked using satellite collars.

The team's involvement goes beyond legal advice. Global pro bono partner Roger Leese and trainee Adam Eagle are both members of the project team and assist the Trust on a strategic and operational level. In October 2015, Adam authored the Trust's proposal for a trial reintroduction of lynx, initiating a consultation process, which is currently in its latter stages. Adam is also an active fundraiser for the Trust and recently completed an eight-day sponsored wilderness trek through the Sarek national park in northern Sweden.

The Trust is hopeful that the reintroduction of the lynx could begin within the next two years, following the outcome of its licence application, which will be submitted in 2016.



BACK

OUR CONTRIBUTION TO DEVELOPING A MORE SUSTAINABLE WORLD

Clifford Chance is committed to helping the environment and contributing to our local communities throughout our global network. Our people are regularly involved in community cleaning initiatives like those highlighted below.



Members of our Amsterdam business services department teamed up with Stichting Meergroen to help with the ecological management of the 7.5km-long museum railway line between Bovenkerk and Amsterdam, which is travelled by historic trams. The group helped to trim overgrown trees and bushes, cultivating a picturesque view for passengers travelling on the line. Their participation in the clean-up day formed part of an NL DOET initiative, run by community organisation Oranje Fonds.

For the third consecutive year, a team based in our Tokyo office volunteered to pick up litter on the Arakawa riverbed. The river flows out through Tokyo bay, carrying rubbish into the sea and causing damage to local wildlife. The Clifford Chance volunteers worked hard to improve on previous years' performances and leave their designated area as clean as possible.

In recognition of their dedication, they were given the Best Performance Award by the clean-up organisers, having cleared more rubbish per attendee than any of the other 98 organisations involved.

A group of volunteers from Clifford Chance's Milan office took part in a clean-up day as part of the city municipality's 'Clean Schools' project. Their goal was to clean and repaint the walls of the De Marchi elementary school in the historic centre of Milan, which had been covered in graffiti. After a quick lesson on wall painting from the municipality team, the volunteers got to work as efficiently and effectively as they do in the office. Passers-by were full of compliments for the initiative and, to top it all off, the municipality informally declared the site the best one of the day.

TARGETS AND PROGRESS

Setting ourselves targets and monitoring progress against key indicators is an important part of our approach to responsible business, just as it is in any other aspect of how we run the firm. We want to be transparent where we are making headway, and where we are not. To ensure our activity supports our overall goals, we have agreed objectives for where we need to put our focus, in addition to maintaining ongoing programmes.

DOING BUSINESS	
Objectives 2016/17	Indicators
Embed a consistent, firm-wide culture of individual responsibility for Risk Management.	<p>Hold biannual global risk sessions for all Office Managing Partners and General Managers.</p> <p>Hold annual Office Managing Partner risk conference.</p> <p>Hold biannual global Money Laundering Reporting Officer (MLRO) meetings.</p>
Equip our people with the training and support to do the right thing, in the right way.	<p>Review and update our annual ethical training programme.</p> <p>Circulate monthly Professional Standards updates.</p>
Protecting our clients' confidentiality.	<p>Run annual cyber awareness campaign for all staff globally.</p> <p>Establish network with key clients' security teams to share knowledge and challenges.</p> <p>Implement advanced technological controls to protect data from loss/theft.</p>
Support external initiatives which promote responsible and ethical business practices.	Put in place an anti-slavery policy and implementation programme.

ENVIRONMENT	
Objectives 2017/18	Progress
Decrease our CO ₂ emissions by at least 5% from 2012/13 baseline by the end of 2017/18.	Scope 1 & 2 CO ₂ emissions per FTE have decreased by 9.78% from the 2012/13 baseline.
Reduce paper consumption by 10% per FTE from the 2012/13 baseline by the end of 2017/18.	Paper consumption per FTE has decreased by 10.31% (number of reams per FTE in 2012/13 was 44.63 compared to 40.03 in 2015/16).
Every office, where possible, to recycle at least 30% of general waste by the end of 2017/18.	34 offices separate at least one and up to 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.	34 offices are currently meeting the requirement of recycling paper (2012: 30, 2013: 32, 2014: 34, 2015: 33).
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.	24 offices state they use either a paper type with a percentage of recycled content or showing a low carbon footprint (2012: 20, 2014: 23, 2015: 24).

PEOPLE	
Objectives 2015/16	Progress
Review performance management processes and support for learning and skills acquisition in line with the firm's new vision and strategy.	<p>We have revised our approach to partner appraisals, increasing the alignment with the goals and behaviours required by our new strategy.</p> <p>We have initiated a review of learning and development programmes across the firm to ensure they support the firm's strategy. This has already led to the introduction of some new programmes (examples on p22). This work will continue with the introduction of the new Learning Management System.</p>
Work towards a more gender-balanced partnership comprising at least 30% women.	Globally women now make up 18% of our partnership, with APAC at 28% and London at 22%.
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 our people.	The implementation of the new learning management system is scheduled for the end of 2016 and this will provide the platform for additional technology led solutions to improve user accessibility and choice.
Objectives 2016/17	Indicators
Improve the gender balance in our partnership, so that women make up at least 30% of our partnership.	% of women partners globally and by region.
Improve the ethnic diversity of our firm.	<p>Investigate how data on the diversity of our population can be better collected and more meaningfully collated.</p> <p>Improve partner self-reporting on ethnicity.</p>
Improve the alignment our learning and development programmes with our vision and strategy.	<p>Launch the new Learning Management System.</p> <p>Complete the review of the full suite of programmes currently provided, including technical, commercial and soft skills development to ensure they support the firm's priorities and potential future demands for more agile careers.</p>
Support our people in increasing their resilience.	<p>Global deployment of our Employee Assistance Programme.</p> <p>Run internal awareness raising programmes globally about the importance of wellness and resilience.</p> <p>Evaluate what we can learn from existing successful programmes and then introduce these programmes in new offices.</p>

COMMUNITY	
2015/16 Indicator	Progress
The number of partners leading a pro bono relationship or sitting on a not for profit board.	Partners leading a pro bono relationship 2015/2016: 98 - across 17 offices, involved in leading pro bono relationships with 97 NGOs. Partners on not for profit boards 2015/16: 99 - across 18 offices, sitting on the boards of 134 not for profit organisations (2014/15: 108).
The number of global strategic and pro bono community outreach clients.	16 (2014/15: 14)
The number of clients with whom we undertake pro bono and community outreach collaborations.	55 collaborations with 25 clients, with greater focus on and higher levels of engagement with the firm's largest and most important client relationships (2014/15: 41 collaborations with 30 clients).
The impact of pro bono activities in business critical geographies.	89% of our global Foundation's grants, provided alongside pro bono support, went to major projects of NGOs either based in or operating in the US and Africa, both business critical regions. These projects have the potential to scale significantly, having a positive impact on crucial issues such as access to healthcare, business and human rights, prisoner welfare and conflict resolution.
The number of lawyer and business services colleagues engaged in pro bono and community outreach.	Lawyers: 1,565 (2014/15: 1,671) Business services: 356 (2014/15: 389) We are interrogating these small dips in activity levels to evaluate potential causes.
The number of pro bono hours by lawyers.	54,377 (2014/15: 55,353)
The number of volunteering hours by business services colleagues.	3,837 (2014/15: 4,440)
The value our stakeholders place on our pro bono and community outreach work.	High levels of engagement by partners, lawyers and business services (see figures above). Strong support from the firm's leadership: <ul style="list-style-type: none"> • Progress against strategic objectives reviewed regularly by the Executive Leadership Group, our most senior decision making body. • 33 of our 35 offices have a partner responsible for leading local pro bono involvement. Strong interest from clients and increasing collaboration (see above). Positive feedback and high levels of engagement with our NGO partners.

Objectives 2016/17	Indicators
Ensure we have active and well-supported pro bono and community outreach programmes in place in the US and Africa.	Establish new 'NGO Supporters Network' internally for our global strategic pro bono and community clients; levels of participation in the Network. Number of significant new pro bono mandates in the US and Africa. Number of client collaborations in the US and Africa.
Increase focus on work that a) enhances the capabilities of our people to deliver high value mandates and b) strengthens the impact made by our pro bono and community outreach clients.	The number of our people who are serving on the boards of not for profit organisations. The number of people who are helped by the NGOs we work with as a result of our support for them.
Increase the proportion of our pro bono and community outreach work that is undertaken for our global strategic pro bono and community outreach clients.	Progress towards the target of having 20 global strategic pro bono and community outreach clients. The proportion of our overall funding that goes to our global strategic pro bono and community outreach clients. The proportion of all the pro bono work done by our lawyers and business services that is undertaken for our global strategic pro bono and community outreach clients.
Increase the proportion of our pro bono and community outreach work that is undertaken in the context of client collaboration.	The number of clients with whom we collaborate; and the number of initiatives with them.
To further professionalise the team structures through which we deliver our pro bono and community outreach support.	The proportion of our pro bono client teams that are appropriately constituted and fulfilling the expectations we have set for service delivery.
To improve our understanding of the contribution our pro bono and community outreach work can make towards the development of our people.	Completion of a consultation process with practice areas in order to identify the skills their lawyers need to acquire to become more effective and well rounded.
Assess the return on the investment we make in our communities and identify how we can further scale its impact.	Completion of an analysis of: <ul style="list-style-type: none"> • The number of FTE staff dedicated to the delivery of our pro bono and community outreach resource. • The in-kind and direct financial investment in our pro bono and community outreach work. • The impact achieved by our pro bono and community outreach investment.

UN GLOBAL COMPACT

Clifford Chance is proud to participate in the UN Global Compact. We are committed to aligning our strategies, operations and organisational culture with the Ten Principles, which encompass human rights, labour, the environment and anti-corruption. Participation in the Global Compact shapes our approach to doing business responsibly and assists us in identifying opportunities to make a positive impact on the world.

As a leading international law firm, we also consider that we have a responsibility not only to participate in the Global Compact, but to promote it by shaping the development of law and regulations in these areas, supporting robust debate and their effective implementation, and encouraging best practice in our industry, as well as the sectors in which our clients operate.

This report provides a number of examples of our work in support of the Ten Principles.

Our website and client briefings provide a fuller picture of how we operate as a business, including our provision of legal services to both private and public sector clients, our recruitment practices and our pro bono activities.

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 material to our business and stakeholders.

“We are proud to be a participant in the UN Global Compact and to make our contribution to the fundamental ideas it espouses in relation to human rights, labour, environment and anti-corruption.”

Matthew Layton, Clifford Chance managing partner

THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

Human rights		Environment	
Principle 1:	Businesses should support and respect the protection of internationally proclaimed human rights; and	Principle 7:	Businesses should support a precautionary approach to environmental challenges;
Principle 2:	make sure that they are not complicit in human rights abuses.	Principle 8:	undertake initiatives to promote greater environmental responsibility; and
		Principle 9:	encourage the development and diffusion of environmentally friendly technologies.
Labour		Anti-corruption	
Principle 3:	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Principle 10:	Businesses should work against corruption in all its forms, including extortion and bribery.
Principle 4:	the elimination of all forms of forced and compulsory labour;		
Principle 5:	the effective abolition of child labour; and		
Principle 6:	the elimination of discrimination in respect of employment and occupation.		

WOMEN'S EMPOWERMENT PRINCIPLES

Clifford Chance has a longstanding commitment to promoting gender equality. In 2016, we signed a formal statement of support for the Women's Empowerment Principles, an initiative created by UN Women in collaboration with the UN Global Compact.

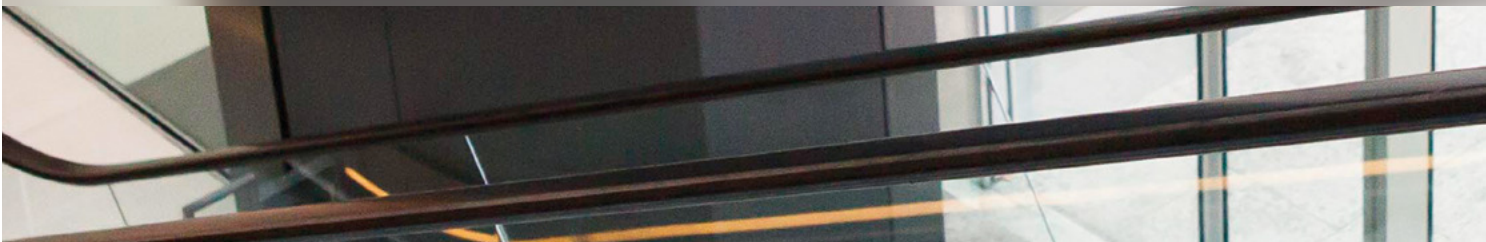
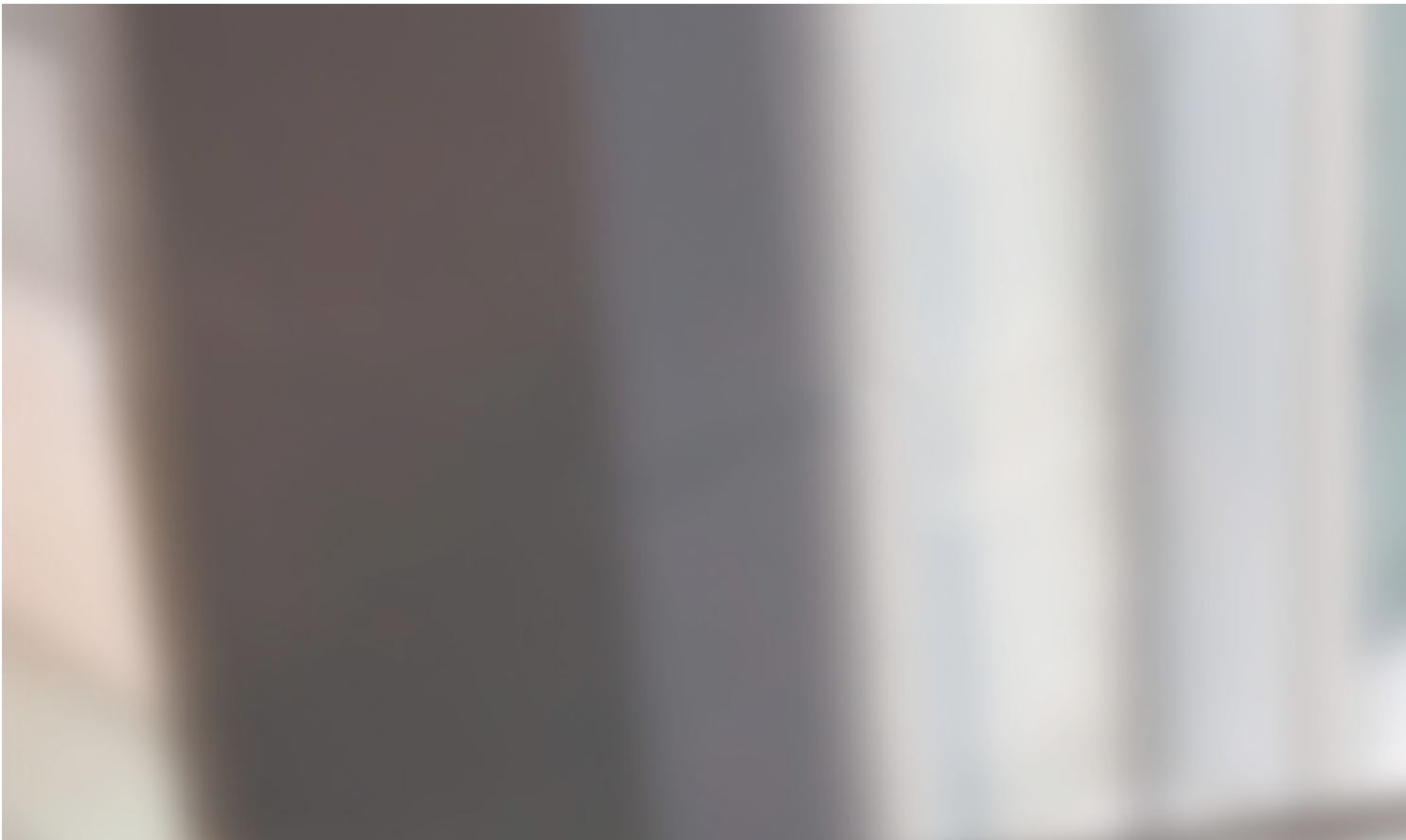
The Women's Empowerment Principles are seven principles, which promote and guide corporate action in pursuit of gender equality. They encourage high-level corporate leadership on gender issues and transparent reporting on progress.

This report highlights several ways in which we are promoting women's empowerment, both internally and externally. Further information about this work and our progress is available on our website.

The Women's Empowerment Principles

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination
3. Ensure the health, safety and wellbeing of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality





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