

CLIFFORD  
CHANCE

RESPONSIBLE BUSINESS REPORT 2021

**CREATING  
SUSTAINABLE  
CHANGE**





# REPORTING PERIOD FY20/21

Our Responsible Business Report is part of our Communication on Progress for the UN Global Compact. The reporting period covers our financial year ended 30 April 2021 and offers a snapshot of our responsible business strategy in action over that time. The dedication of our people and the numerous activities that help us drive real change and contribute to a more inclusive and sustainable future continue every day.

[Find out  
more here](#)

**Credits:** Our thanks for this reporting go to all of our colleagues across the world, and the core team in London, Delhi who working together have embodied the spirit of collaboration celebrated in this year's report. Under the rules of certain US jurisdictions, this document may constitute attorney advertising. Prior results do not guarantee a similar outcome.



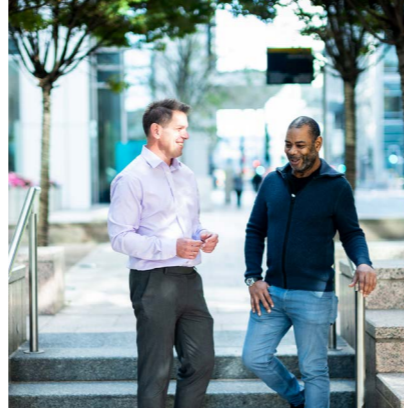
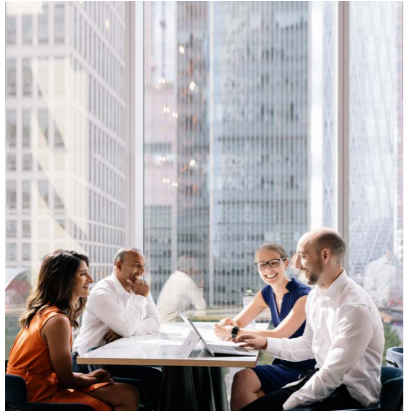
## HOW DO WE CREATE SUSTAINABLE CHANGE?

“Our role must be to help forge sustainable and inclusive futures, navigating a new legal, regulatory and stakeholder landscape. We must use our expertise and our capabilities as conveners, working with others to make a positive difference with our commitment to the rule of law, justice and equality as our foundation stone.”

**MATTHEW LAYTON**  
GLOBAL MANAGING PARTNER

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# INTRODUCTION



# OUR RESPONSIBLE BUSINESS STRATEGY

Our Responsible Business strategy is owned at the highest level of senior leadership in our firm and integrated across our operations, and how we deliver our service to clients. We seek to maximise levels of engagement across offices, roles and seniority: everyone in our firm contributes to our role as a Responsible Business.

We aim to take a holistic view that integrates different perspectives and near-, mid- and longer-term horizons. Our strategy is shaped by our commitment to the UN Global Compact and the UN Sustainable Development Goals in particular goals 1, 2, 3, 4, 5, 8, 10, 11, 15, 16 and 17.

## DOING BUSINESS

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



## PEOPLE

We realise the potential of our people by broadening our skills and experience, by creating a safe and healthy workplace, and by championing and campaigning for inclusion in our firm, with our clients and in the world.



## COMMUNITY

Community sits at the heart of our firm. We partner to support our community by widening access to justice, education, a healthy environment and sustainable economic opportunities.



## ENVIRONMENT

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



## OUR RESPONSIBLE BUSINESS STRATEGY CONCENTRATES ON OUR MOST MATERIAL ESG ISSUES



Where we can make the greatest impact

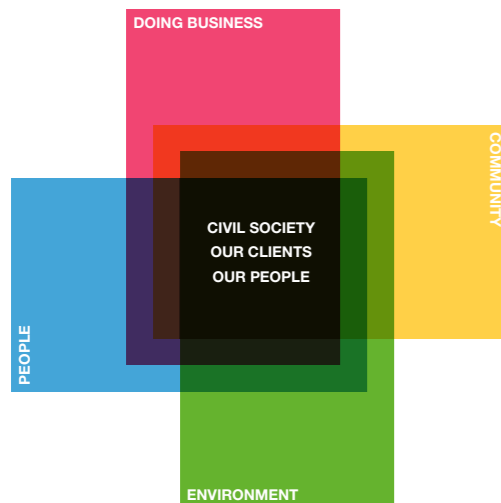
Those issues that are most important to our stakeholders

Where we have the greatest potential to affect the sustainability and success of our firm



# MAPPING OUR OBJECTIVES 2021

To ensure focus and progress, we set clear objectives and KPIs that are regularly reviewed. In January 2021, we adopted the World Economic Forum's new Stakeholder Capitalism Metrics which we are already using to advance our sustainability strategies and catalyse our progress.



## DOING BUSINESS

Key objectives include:

- Equip our people with the training and support to do the right thing, in the right way
- Further evolve our incident and business continuity planning
- Closely manage responsible business risks through review of Client Terms

[Read our full list of 2021/22 objectives](#)

### BENEFITS TO SOCIETY

Promotes ethical business practices which build sustainable economies and uphold the rule of law.

### 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.

## PEOPLE

Key objectives include:

- Increase resilience and wellbeing support
- Improve the gender balance in our partnership
- Improve the ethnic diversity of our firm
- Improve LGBT+ inclusion in our firm
- Improve inclusion of disability in our firm
- Increase the alignment of our learning and development programmes with our inclusion strategy

[Read our full list of 2021/22 objectives](#)

### BENEFITS TO SOCIETY

Empowers our people to maximise their potential to make a positive contribution across their networks and wider communities.

### BENEFITS TO CLIENTS

Better insight and better advice, and help in advancing inclusion in their own organisation and communities.

### BENEFITS TO FIRM

Attracts, retains and develops the best talent.

## COMMUNITY

Key objectives include:

- Undertake pro bono and community work that strengthens the capabilities of our people and maximises the value we add to our pro bono clients' capacity to achieve their mission
- Continue to develop long-term strategic relationships with the world's best NGOs; collaborate with clients on projects for these NGOs
- Support the delivery of the firm's inclusion programme

[Read our full list of 2021/22 objectives](#)

### BENEFITS TO SOCIETY

Supporting a wide range of organisations from small community charities to international NGOs to achieve their mission.

### BENEFITS TO CLIENTS

Project collaboration strengthens relationships.

### BENEFITS TO FIRM

Broadens experience and develops skills.

## ENVIRONMENT

Key objectives include:

- Set standards of environmental performance for all offices
- Reduce energy, water and paper consumption
- Minimise waste
- Improve employee engagement
- Extend our sustainability

[Read our full list of 2021/22 objectives](#)

### BENEFITS TO SOCIETY

Minimises our own impact. Contributes to wider adoption of environmentally sustainable business activities.

### BENEFITS TO CLIENTS

Meets expectations of environmental sustainability and supports them with just transition.

### BENEFITS TO FIRM

Meets expectations; creates opportunities for market-leading work; reduces risk and cost.



# BEING A POSITIVE FORCE FOR CHANGE

Global Managing Partner  
Matthew Layton and  
Global Senior Partner  
Jeroen Ouwehand reflect  
on our unique ability as  
conveners to influence change  
for the better.



**MATTHEW LAYTON**  
Global Managing Partner



**JEROEN OUWEHAND**  
Global Senior Partner

## How has the last year affected our understanding of what it means to be a responsible business?

**Jeroen:** At the moment, we're living through a series of shock waves that are reverberating around the world. This has prompted people to step back and reassess their own individual purpose: Where do they best bring value, and what are their expectations for the future? As a people business, that ripples through our firm. It frames the changing aspirations and expectations of our people and our clients and so we need to look at how we respond as a firm and reflect on our own role in society. Businesses are equally reflecting on and articulating their purpose and the reasons why they exist. It's not just about profits and generating shareholder value. This is not a 'fad' but increasingly a key driver of strategy.

**Matthew:** These extended periods of uncertainty and change have certainly brought many new challenges for our firm, our people, our clients and our communities. Throughout, it has been important to maintain our focus on our strategic priorities, particularly around responsible business. Our teams have responded to those prolonged pressures with incredible commitment and fortitude, but there continues to be a thirst to understand and help shape the 'new normal'.

I can't say exactly what the future of work will look like, but it will be about listening, learning, sharing perspectives and experiences and collaborating with our people and our clients to work out how we evolve and develop as an organisation, and also how we consolidate our commitments to meet our responsibilities as a leading global business.

## This year, we made the move to report against the World Economic Forum's new Stakeholder Capitalism Metrics. What prompted this move?

**Matthew:** It's clear to us that if we want to make progress on these issues – the broader Environmental, Social and Governance (ESG) issues and our responsible business commitments – having appropriate and ambitious metrics in place drives the measurement and transparency needed to really see how we are progressing. The challenge is that there are a plethora of different metrics, which can make it difficult to decide which to use, and which are not always equally suitable for different sectors. We participated in the discussions that led to the development and formulation of the Stakeholder Capitalism Metrics, and we saw the benefit in consolidation and harmonisation around a standardised reporting framework, consistent with other global businesses, to drive change collectively in terms of our social licence. They also enable us to see how our progress against our goals compares with our clients and our peer firms.







**ESG issues are now at the top of the boardroom agenda. How are we interacting with our clients on these issues?**

**Jeroen:** Yes, there is more and more of a spotlight on ESG - whether that's around climate, how we deal with natural capital, how we deal with human capital and what governance there is around that. The speed of ESG developments differs across the world – in particular when it comes to the 'E'

(Environment), Europe is generally seen as leading but there's a lot of catching up happening in the US under Biden and China has now made its own climate commitments. We have been advising on what we would now call ESG-related matters for many years, but what we're really starting to do now is bring all of this global experience together to support our clients wherever they are on their individual journeys to becoming more sustainable (which is not just about climate).

**Last September, we signed [a statement](#) from business leaders for “renewed global collaboration”, through which we committed to partner with the UN, government and civil society to enhance multilateralism and global governance to combat corruption, build resilience and achieve the UN Sustainable Development Goals (SDGs). How important are these partnerships to us, particularly as we look to the future?**

**Matthew:** As a global law firm, we are in a very strong position to support and convene debate around all of the SDGs and we can do that in collaboration and partnership with clients, with regulators, governments, public policy makers and with our suppliers and the many NGOs we work with. We're able to combine our expertise in better law, better regulation, and better governance with the skills, capabilities and talents of others to bring about sustainable change in these areas. We also benefit as an organisation from those partnerships. Nobody has all the answers, so the ability to share experiences, and bring those insights back into our organisation to see how we can develop as a stronger and more responsible business is incredibly powerful.

**Jeroen:** Interestingly last year, I interviewed some of the CEOs and chairs of our NGO partners and – unprompted – they all commented on the structure and professionalism with which we approach these partnerships and our [Theory of Change](#).

SDG17 (Partnerships for the Goals) is really the key to all of the SDGs because it's through collaboration that we will achieve the others.

But supporting the SDGs is not just about partnerships with NGOs, as Matthew says. It is also driving our own responsible business agenda and strategy more broadly. We are increasingly asking ourselves whether the work we do with clients aligns with our responsible business principle as set out in our Code of Conduct: We will contribute to building a just, fair, sustainable, and prosperous society. We consider the impact of our work on our clients and their multiple stakeholders, as well as the wider community. We promote human rights [and do no harm].

We need to make sure we 'walk the talk' on this. None of this is easy, and this often involves complex and nuanced decision making and debate, but those debates are happening very regularly in the firm.

**You touched on our updated [Code of Conduct](#), which launched this year. How important was this to you?**

**Jeroen:** I am very proud of our Code of Conduct for a number of reasons. Firstly, it is our Code – we listened to our people and their lived experiences through the firmwide culture survey we conducted with Principia, and we responded to that. Secondly, its five principles are easy to remember, and while it will take time for them to be embedded in the DNA of the firm, I am already seeing people

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IF WE WANT TO BE THE GLOBAL LAW FIRM OF CHOICE, WE HAVE TO STEP UP TO THAT RESPONSIBILITY AND BRING TOGETHER OUR SKILLS AND EXPERTISE TO BUILD A MORE INCLUSIVE, SUSTAINABLE FUTURE.

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**Jeroen Ouwehand**  
Global Senior Partner



“

OUR TEAMS HAVE RESPONDED TO THOSE PROLONGED PRESSURES WITH INCREDIBLE COMMITMENT AND FORTITUDE, BUT THERE CONTINUES TO BE A THIRST TO UNDERSTAND AND HELP SHAPE THE 'NEW NORMAL'.

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**Matthew Layton**  
Global Managing Partner

use them in daily language. And thirdly, our Code is not a rule book, or “thou shalt not” type of doctrine. It’s a set of principles that inspires and resonates with people – in their personal and professional lives.

I would like to think these were principles that we were living anyway so it’s really a matter of articulating them in a clear way so that people hold each other to account in a positive way.

**Matthew:** For me, it draws out the strengths of the firm at its best. It’s accessible to everybody, and in everything you do, you can use it as a touchstone. Nobody’s perfect, but it helps you ask yourself: have I been following our Code of Conduct? Even around the Leadership group table there have been occasions when we have come back and asked ourselves: did we let everybody speak up? Did we embrace challenge? Were we inclusive enough in that discussion? If we can get everybody into the habit of thinking like that, it will be immensely powerful in the shaping the future of the firm.

**We also became a founder of the Global Business Collaboration (GBC) for Better Workplace Mental Health this year. Why was this important?**

**Matthew:** In many ways the pandemic has really brought to the fore the mental health challenges that we are facing in society. I think everybody’s mental health and wellbeing was affected in some way during the pandemic, either directly or

indirectly, but there is still a huge stigma around it. We have got some great programmes and support but we are a high performance organisation, which can sometimes make it difficult for people to talk about weaknesses and vulnerabilities. So it’s really important for leaders to be able to talk about some of their own experiences in order to help others do the same.

The GBC is a collaboration between leading global businesses all sharing very similar experiences, and engaging with science, leading mental health organisations and research institutions to bring together the very best initiatives and actions to tackle this huge problem, which is growing every year, and bring about real advancements and change in this area.

**Finally, reflecting the theme of our Report this year – how do you think we at Clifford Chance can create sustainable change?**

**Jeroen:** There are two sides to being a responsible business: one is doing business responsibly ourselves; the other is rising to the responsibility as a global business to play our part in driving positive change. If we want to be the global law firm of choice, we have to step up to that responsibility and bring together our skills and expertise to build a more inclusive, sustainable future.

‘Just Transition’ is a great example of this – many organisations are going through an energy



transition, but what does that mean for the community? What does that mean for people in developing nations? And what does it mean for human rights? We have a strong human rights practice, a strong renewable energy practice, and we have strong financing and governance capabilities around all of this. As we increasingly bring those ESG factors together, I believe we can be a very positive force for change.

**Matthew:** I agree - we are really in a unique position as a global law firm. We have got incredible expertise, with the power to convene public, private and third sector collaborations. Regulators and governments want to hear what we think about pressing issues because of our ability to look right across the globe. Through all that we do, we have an amazing contribution to make, to campaign for sustainable change, and we must remember that – indeed it is our shared responsibility.



# RESPONDING TO CORONAVIRUS

As the effects of the coronavirus pandemic continue to shape our lives, we have used our Responsible Business strategy to help frame our response, particularly considering how we can leverage the richness of our skills and expertise to support our clients and NGO partners in advancing their goals, as well as remaining agile and adaptable to ensure our own business resilience.

From advising Pfizer on its partnership with BioNTech and helping governments procure vaccines to helping criminal justice watchdog Fair Trials to track the impact of Covid-19 on access to justice, we believe our ability to bring together different organisations in impactful partnerships means we have an important role to play in helping the world to build back better.

Here are just a few examples of how we've responded to the impacts of the coronavirus pandemic.

## DOING BUSINESS

- Operating under three guiding principles during the pandemic prioritising the health and wellbeing of our people, preventing the spread of the illness, and continuing a high level of support to our clients
- 279 client briefings since January 2020, and ongoing tailored guidance for navigating challenges as a result of coronavirus that arise for clients' businesses
- Ongoing, significant investment in IT systems and security, enabling us to pivot quickly and securely as we respond to changing circumstances
- Continuing to ensure the protection of any data entrusted to us by our clients to the maximum extent possible ([see accreditations](#))
- Established a fully remote onboarding process to welcome new employees to the firm's culture and professional standards

## PEOPLE

- Increased inclusion campaigning as the pandemic continues to highlight inequalities in society
- Increased focus on the wellbeing and resilience of our people and through an ongoing Live Well, Think Well, Work Well campaign
- 'Leading Through Change' resources to designed to support leaders through challenging times and to help them to motivate their teams for the future
- Dedicated support forums for working parents
- New agile working policies introduced globally
- Clifford Chance Academy continues to support the skills development of our people, moving to a fully digital environment

## COMMUNITY

- Donating RMB 1 million donation to a hospital in Wuhan in the early stages of the pandemic to provide medical supplies and equipment such as protective masks, protective suits, isolation gowns, respirators and other disinfection products

- Supporting the emergency response work of our global strategic pro bono clients amongst communities that are particularly vulnerable to the effects of the pandemic, such as: helping to protect refugees from the spread of Covid-19 in Mexico and Malaysia with Asylum Access; preventing the spread of Covid-19 in Uganda with Amref Health Africa; and helping children at risk in Eastern Europe, Rwanda and South Africa with Hope & Homes for Children
- Collecting unwanted and unopened masks to be disbursed to local NGOs in Hong Kong during mask shortages and providing a grant to one of our core beneficiaries RUN to purchase PPE, masks and hand sanitiser
- Supporting our employees in the UK to become NHS Vaccination Volunteer Responders, helping the NHS to deliver Covid-19 vaccinations and volunteering as befrienders supporting the isolated, vulnerable or elderly with regular contact calls, shopping or delivery of medicines
- Supporting relief efforts through four local NGOs in Singapore and offering volunteer opportunities with long-standing beneficiaries Care Corner and Willing Hearts

- Providing urgent legal support to charity partners, such as the prevention the eviction of UK charity partner Sistah Space from their domestic violence support centre
- Our offices in New York, Sao Paulo and Washington D.C.) supported local food banks: NY Common Pantry, CREN and Capital Area Food Bank with employee donations and donations from the US Foundation
- Providing pro bono work around emergency short-term accommodation facilities at the Hobart Women's Shelter in Tasmania, Australia

As well as ongoing donations and volunteering initiatives in local communities that continue across all of our regions.

## ENVIRONMENT

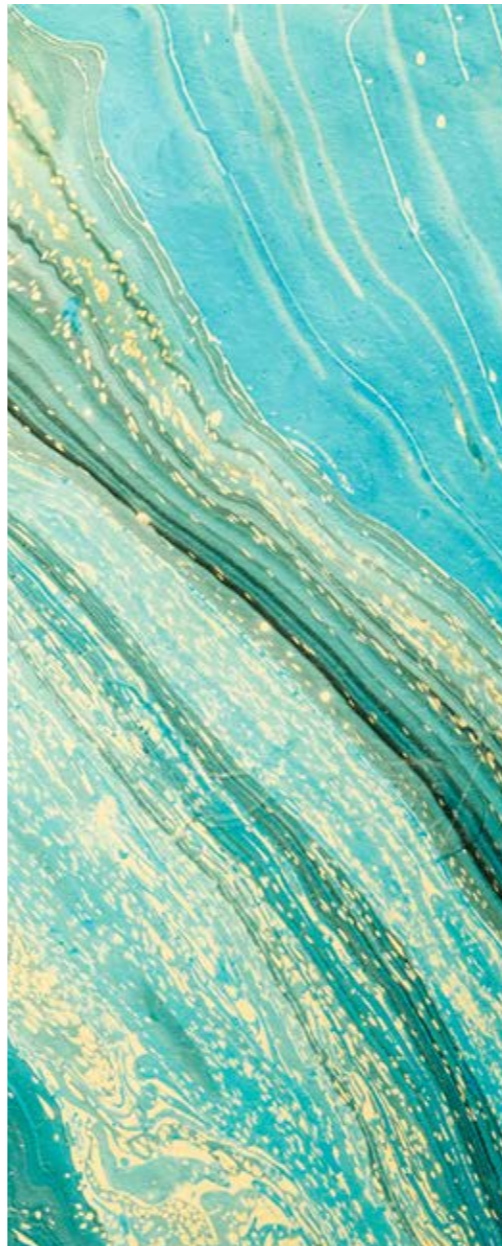
- Drawing on experiences through the pandemic to sharpen our targets and increase our Net Zero ambitions
- Decreased travel and office working resulting in a 48.2% reduction in scope 1 & 2 carbon emissions
- 61.1% reduction in paper



## RESPONDING TO A CRITICAL NEED FOR VACCINES WITH PFIZER

In 2020, we advised Pfizer on its definitive agreement with BioNTech regarding the co-development and distribution (outside of China) of a mRNA-based coronavirus vaccine aimed at preventing COVID-19 infection. The companies executed a definitive Collaboration Agreement enabling them to immediately start working together. This accelerated the development of the potential first-in-class COVID-19 mRNA vaccine programme, BNT162, which entered clinical testing in April 2020 and delivered the world's first authorised COVID19 vaccine in approximately 9 months. Our involvement in this collaboration builds on the strong relationship our firm has with Pfizer in supporting them on their many transformative deals.

Lead partner Stephen Reese commented: "Our team and I were proud to have had the opportunity to support the rapid development of the Pfizer BioNTech vaccine. The collaboration and trust between Pfizer's and our own team was a testament to our relationship. Not only was this a vital step in the global fight against coronavirus, but it brought out the best of our firm - working together across different practices, time zones and jurisdictions, and leveraging the enormous talent of our teams to help achieve a 'mission critical' objective; not just for Pfizer but for the wellbeing of the world and our communities."



“

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THE WORLD AND  
OUR COMMUNITIES.

”

Stephen Reese  
Lead Partner



Doing business responsibly through market-shaping practices in relation to ethics, professional standards and risk management is a top priority.

# DOING BUSINESS



## Our progress



**CODE OF CONDUCT WORKSHOPS**  
LED BY OUR GLOBAL SENIOR PARTNER  
ATTENDED BY SEVERAL HUNDRED  
EMPLOYEES SO FAR AND ONGOING



DEVELOPED A NEW INDUSTRY-LEADING  
**COMPLIANCE FRAMEWORK**



NATIONAL AND INTERNATIONAL  
**CERTIFICATES OF INFORMATION  
ASSURANCE AND CYBER SECURITY**



**SIGNATORY OF THE UN GLOBAL  
COMPACT STATEMENT** CALLING  
FOR 'RENEWED GLOBAL COOPERATION'

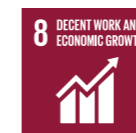


A FOCUS ON

# OUR CODE OF CONDUCT

INTERVIEW WITH  
**CHINWE ODIMBA-CHAPMAN AND  
AGNIESZKA KUPIEC**

### SUSTAINABLE DEVELOPMENT GOALS



London Partner  
Chinwe Odimba-Chapman  
and Warsaw Head of HR  
Agnieszka Kupiec on how  
our Code of Conduct  
underpins the way we act as  
a responsible business.



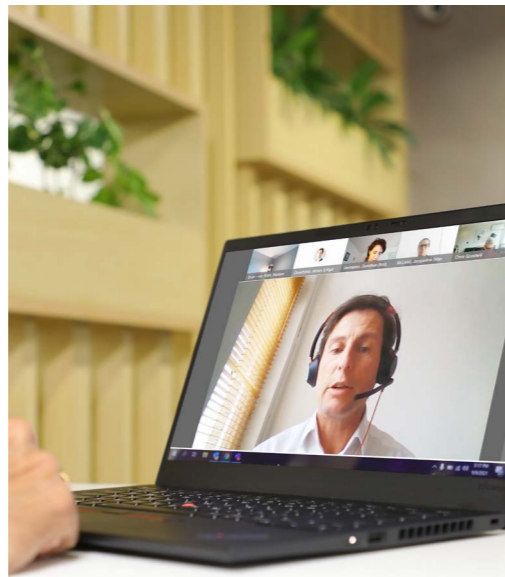
**CHINWE  
ODIMBA-CHAPMAN**  
Global Partner for Talent



**AGNIESZKA KUPIEC**  
Head of HR,  
Warsaw

### Why is it important the firm has a Code of Conduct?

**Chinwe:** It's crucial everyone who works for Clifford Chance understands the standards of behaviour expected of them when they're dealing with colleagues, clients and third-party stakeholders. When you're a large, successful organisation, it's easy to take it for granted everyone is on the same page, has the same values and abides by the same standards, but two years ago we felt we needed something more concrete about the type of culture we want in the firm today and moving forward. We didn't want anyone to be making assumptions on what was or was not acceptable behaviour.



**Agnieszka:** I strongly believe a Code of Conduct is one of the most important statements in our organisation because it presents our values and principles in a clear and direct way. It's vital everyone in our firm, no matter their beliefs, gender, sexual orientation or race, feels comfortable as they are and that their rights are respected. The Code of Conduct sets out the ethical guidelines, policies and best practices that make that aspiration a reality.

### How did you develop the Code of Conduct?

**Agnieszka:** We carried out a global culture survey with the consulting firm Principia in 2019 which proved there are many great things about our culture but also some areas that could be improved. The Code of Conduct is a key part of our response to these issues.

**Chinwe:** We had been considering developing our Code of Conduct for some time, partly because we could see that discussions around inclusion, and the #MeToo movement were really putting a very helpful spotlight on behaviour and expectations. Then, when we commissioned the culture review from Principia, which was all about being proactive and asking what more we could do to strengthen and nurture our culture. Through that, we gathered a series of recommendations, one of which was to have a more formal and

TRUST  
RESPECT

ROLE MODEL  
KINDNESS

up-to-date Code of Conduct. Under the leadership of Jeroen Ouwehand, our Senior Partner, we therefore assembled a group of partners and business professionals from different regions and practice areas to develop the Code. It was important we had input from different offices and also from lawyers and business professionals to ensure we captured a range of perspectives, made sure we got the language right and reflected the global nature of the firm.

“ THE CODE OF CONDUCT SETS OUT THE ETHICAL GUIDELINES, POLICIES AND BEST PRACTICES THAT MAKE THAT ASPIRATION A REALITY. ”

Agnieszka Kupiec  
Head of HR, Warsaw





### ACT WITH INTEGRITY

Act with integrity and play by the rules



### BE INCLUSIVE

Be inclusive and respectful and do not discriminate, bully, harass or victimise others



### EMBRACE CHALLENGE

Embrace challenge, be open to change and together strive for excellence



### SPEAK UP

Speak up and call out unacceptable conduct



### ACT RESPONSIBLY

Act responsibly and actively contribute to beneficially serve the wider communities



#### How have you gone about embedding the Code of Conduct within the firm?

**Chinwe:** It's been quite impressive to see how it's been done, particularly during a pandemic. We viewed the embedding process as a real opportunity to connect teams and remind them of our common sense of purpose and behavioural expectations. To do this, we have been running a series of workshops that focus on key elements

of the Code of Conduct, examples and a series of case studies, all designed to give attendees the opportunity to reflect on what it means for them, how they can apply the principles of the Code of Conduct in everyday life in the firm today, and how this will affect how we behave in future. The feedback has been incredibly positive and the workshops have really brought the Code of Conduct to life, so we will continue running them.

#### How would you say the Code of Conduct contributes to making the firm more sustainable?

**Chinwe:** It's critical in helping the firm continue to thrive while having a positive impact on the markets in which it operates. This was a 'stop and think' moment for the firm and our people, which was not just an inward-looking exercise, it was about how we interact with people outside the firm too. One of the principles of the Code of Conduct

is 'Act Responsibly' – in relation to our own people and to third parties. This also relates to how we do business and what types of mandate we take on and whether they are sustainable. Another of the principles is 'Be Inclusive', which covers our own people as well as clients, suppliers and other third parties. Our Code of Conduct principles are not just aimed at internal stakeholders, they also govern how we engage with the outside world.

#### How far does the Code underpin how we act as a responsible business?

**Agnieszka:** I think our Code of Conduct not only defines internal expectations, it's also an external statement of our firm's values and commitments towards clients and other third parties. It sets out our obligation to operate in the most ethical way and I think our clients expect us to demonstrate these principles and values in the work we do for them. It's created a level of transparency and that's great for fostering long-term business relationships.



**Chinwe:** I'm seeing a lot of requests for proposals from clients specifically asking the question "Do you have a Code of Conduct?" so it's certainly something clients expect of us. We've also seen a huge shift in the world during the pandemic in terms of being a responsible business and we're increasingly being asked to demonstrate what we're doing. Our Code of Conduct means we are in a great position to be able to say to our clients we take being a responsible business seriously.

### How have our people reacted to the Code of Conduct?

**Chinwe:** The feedback has been extremely positive and people have been really engaged. On the workshops in particular, extremely busy people took part for two hours, all contributing, all providing their own personal examples of how the Code of Conduct can be lived and breathed. I think people welcome the clarity and consistency the Code of Conduct brings and I'd say it's been an overwhelming success.

### What does the Code of Conduct mean for you, both personally and professionally?

**Agnieszka:** For me, it's one of the most important things in our firm, a framework telling us how we should and shouldn't behave. The code reminds us that we should be demonstrating the right behaviours daily and not just when someone is watching. From an HR point of view, it's also something that's extremely attractive to new joiners and shows them we are more attuned to our social responsibility.

**Chinwe:** As our Global Partner for Talent, it's really important for me professionally because it can be the differentiating factor for the firm in terms of how we recruit and retain the best talent. I've stayed at the firm because of its positive culture, which is partly driven by the way people behave, and I think that will be the same for those we are attracting and those who are trying to progress through the organisation. One of my favourite Code of Conduct principles is 'Embrace Challenge' because, for me, a truly inclusive and positive culture is one where people are prepared to challenge and welcome challenge. I believe that's key to maintaining a sustainable, positive culture, helps us break down silos and is a crucial key element of how we continue to thrive and be a successful business.

“

OUR CODE OF CONDUCT PRINCIPLES ARE NOT JUST AIMED AT INTERNAL STAKEHOLDERS, THEY ALSO GOVERN HOW WE ENGAGE WITH THE OUTSIDE WORLD.

”

Chinwe Odimba-Chapman  
Global Partner for Talent





## RESPONSIBLE SELECTION



As a responsible business, we have had policies for taking on the right work and clients for many years. These govern not only reputational, legality and commercial profitability issues but also increasingly other risks such as human rights violations, cyber risk potential and environmental concerns ([Climate Change Policy](#)).

We apply these policies before taking on new work or clients across the firm. While there are some lines we will obviously not cross – such as helping in the purchase of chemical weapons – in most cases, things are not so black and white and there are many elements we need to assess.

Such considerations commonly include whether the work would breach any sanctions, is there an impact on human rights, could it transgress international humanitarian law or does it harm our reputation as a leading global law firm that is rightly held to high standards?

This is where it gets complicated. For example, if we are considering whether a client's reputation is a reason for refusing work, we need to look at when allegations of wrongdoing were made, the environment in which they happened and whether the client had changed or taken steps to address the underlying causes of the damage to their reputation. In some cases, we will commission third parties to perform extra due diligence checks and we always aim to gather as much information as possible before we form a view.

We also recognise we have to adapt to reflect geopolitical changes and we try to look forward and consider how decisions we make today may be perceived in the future. We are currently refining these policies so there is more visibility about the checks we perform and the discussions the conflicts and business intake team have when assessing new matters or clients. Human rights and environmental issues are where we will become increasingly sophisticated in the coming years.

The assessment process is often challenging, so we need policies that are robust enough to guide us and ensure we are always taking on the right work – now and in the future.

WE RECOGNISE THAT WE HAVE TO ADAPT TO REFLECT GEOPOLITICAL CHANGES AND WE TRY TO LOOK FORWARD AND CONSIDER HOW DECISIONS WE MAKE TODAY MAY BE PERCEIVED IN THE FUTURE.





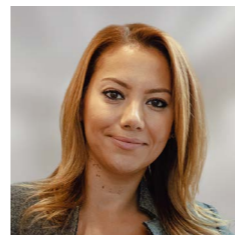
## OUR VIEW ON IT

### A FRAMEWORK FOR RESPONSIBILITY

**Chief Risk & Compliance Officer Bahare Heywood, Head of International Compliance Vanessa Hui and Regional Managing Partner, Germany Peter Dieners on how our Compliance Framework helps us act responsibly and with integrity.**



**VANESSA HUI**  
Head of International  
Compliance



**BAHARE HEYWOOD**  
Chief Risk and  
Compliance Officer



**PETER DIENERS**  
Regional Managing  
Partner Germany

As the regulatory environment has become more complex and our compliance function has grown over recent years, the Firm has responded by being one of the first in the industry to create a robust framework for managing compliance with the regulations applicable to us.

Our Compliance Framework documents our approach to compliance. It sets out the organisational structure of the Compliance function and provides details on governance, reporting lines, roles and responsibilities.

“It’s a framework that will enable us to effectively and proactively identify changes in the regulatory landscape, put in place the appropriate compliance programmes to manage our compliance risks and ensure there is accountability and ownership at the highest level,” says Chief Risk and Compliance Officer Bahare Heywood.

“It’s crucial as a responsible business that everyone in the firm understands what is expected of them in terms of our compliance commitments. Our Compliance Framework sets out these expectations clearly and works in tandem with our Code of Conduct to reinforce our principles and values and the strong culture of compliance we have at Clifford Chance.

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THE RESULT OF THIS WORK IS AN INDUSTRY-LEADING COMPLIANCE FRAMEWORK WHICH WILL INSPIRE CONFIDENCE IN THE ROBUST COMPLIANCE SYSTEMS WE HAVE IN PLACE.

**Peter Dieners**  
Regional Managing  
Partner Germany

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In developing the framework, we drew on the vast amount of experience and expertise from across the network on advising clients in this area. Alongside Bahare and Head of International Compliance Vanessa Hui, the project was led by a multi-disciplinary group including Peter Dieners, Regional Managing Partner (Germany) who regularly advises clients on compliance governance matters; Ulrich Lembeck, Of Counsel,

also based in Dusseldorf and Patricia Barratt, Director of Anti-Bribery Compliance based in London to ensure that the Framework meets industry and client expectations.

“The result of this work is an industry-leading Compliance Framework which will inspire confidence in the robust compliance systems we have in place,” says Peter. “Not only for our clients but among internal and external stakeholders too.”

“I am honoured to have played a role in formulating this framework,” says Vanessa. “It makes me very proud to work for a firm that promotes its values, principles and focus on being a responsible business in this way.”

ALONGSIDE BAHARE, VANESSA AND PETER, THE PROJECT WAS LED BY A TRULY GLOBAL, MULTI-DISCIPLINARY GROUP INCLUDING ULRICH LEMBECK, OF COUNSEL IN DUSSELDORF, AND PATRICIA BARRATT, DIRECTOR OF ANTI-BRIBERY COMPLIANCE IN LONDON, TO ENSURE THAT THE FRAMEWORK MEETS INDUSTRY AND CLIENT EXPECTATIONS.



**ULRICH LEMBECK**  
Of Counsel



**PATRICIA BARRATT**  
Director of Anti-Bribery  
Compliance



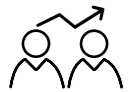
People are central to everything we do. We realise our potential by creating a safe, healthy and inclusive workplace, and by broadening our skills and experience.

# PEOPLE





## Our progress



38%  
NEWLY PROMOTED  
**PARTNERS WERE WOMEN**



LAUNCHED GLOBAL AND REGIONAL  
**INCLUSION TARGETS FOR  
ETHNICITY, GENDER AND LGBT+**



BECAME A FOUNDING PARTNER OF  
**THE GLOBAL BUSINESS  
COLLABORATION FOR BETTER  
WORKPLACE MENTAL HEALTH**



15,832  
**ONLINE TRAINING HOURS** THROUGH  
OUR GLOBAL CLIFFORD CHANCE ACADEMY



## A FOCUS ON **WELLBEING**

INTERVIEW WITH  
**SARAH JONES AND  
VENU YADAVALLI**

### SUSTAINABLE DEVELOPMENT GOALS



Already highly valued, wellbeing has been catapulted to the top of the firm's agenda by coronavirus. New York Partner Sarah Jones and Delhi General Manager Venu Yadavalli discuss why it's likely to stay there.



**SARAH JONES**  
Partner,  
New York



**venu YADAVALLI**  
General Manager,  
Delhi

### What does wellbeing mean to the firm and how has coronavirus changed that?

**Venu:** For me, wellbeing is multidimensional. It comprises physical, emotional and economic aspects and, what the pandemic made clear, there is also a social aspect too. This increasingly became a factor as the crisis wore on and people felt increasingly isolated.

**Sarah:** Here in the US, mental health was already a pre-pandemic topic as was the issue of flexible working. What the pandemic has done is fast forward it all by several years. During the crisis, everyone was working flexibly and it's almost unimaginable we won't have it in some form in the future. Moreover, people have become much more comfortable talking about their experiences without feeling they will be viewed negatively. As a result, we have become a far more people-centric organisation. These values are now fully embedded; it's genuinely an environment in which people can express themselves and how they are feeling and know they will be treated sensitively.

### What have been the main challenges to people's wellbeing throughout the pandemic?

**Sarah:** My sense is that the number one issue here was isolation – even if people weren't alone, they've been isolated from the firm. Our firm has such a strong culture and that's been more difficult to maintain while away from each other. We also worried about how working parents were

coping. We carried out a survey among them and the top three reflections were the same for everyone: people felt stressed and exhausted but also grateful for more family time. Conducting the survey and giving wider visibility to those concerns really helped. It made people feel they were not alone in having to manage working and looking after their children at home. It was heartening to see 75% of survey respondents say they felt supported by their supervisor and comfortable sharing their personal circumstances with them, which says something very positive about our culture.



**Venu:** I believe the challenges have been consistent across the firm. Certainly, that lack of connection was one of the topics that kept coming up. And at a junior level especially, people felt a bit untethered and slightly lost because they would usually get a lot of direction that just wasn't possible in the same way during the pandemic. Job security was another issue, but I think the firm was great at allaying those concerns. Work-life separation was also a big deal, since people were working from home and either didn't know when to stop or felt unable to do so.

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WE HAVE BECOME A FAR MORE PEOPLE-CENTRIC ORGANISATION. THESE VALUES ARE NOW FULLY EMBEDDED; IT'S GENUINELY AN ENVIRONMENT IN WHICH PEOPLE CAN EXPRESS THEMSELVES AND HOW THEY ARE FEELING AND KNOW THEY WILL BE TREATED SENSITIVELY.

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**Sarah Jones**  
Partner, New York



### How did you assess what would be needed to alleviate the issues raised and what did you introduce to address them?

**Venu:** For us, it was a combination of acting, listening and acting again. In India, the first lockdown was sudden and absolutely total: within 24 hours, our country came to a halt. We were already having conversations beforehand because we sensed things were not right, so we were ahead of the curve with the technology needed to ensure a smooth operation when we needed to get everybody home. In India's second lockdown, what really came to the fore was the human aspect. We lost one of our employees to coronavirus and that was a real gut punch. That's when I could see people were scared. We actively shared information about the existing HR support and external counsellors employees could access and we encouraged people to speak up. Just asking "How are you?" became so powerful. The more you connect, the more you understand and the more you reassure people. Throughout the pandemic, we had maintained that our number one priority is the safety and wellbeing of our employees and I believe we consistently practised it.

**Sarah:** I personally think you can't have too much communication. People respond differently to various media and, while the uptake of social media tools like Yammer has been great from a community perspective, you also need ongoing, consistent feedback from management. We are making a conscious effort to ensure there are

regular office communications from management, including keeping people in the picture about what is happening in terms of a potential physical return to the office.

### What initiatives or commitments are you making in your regions to do more about tackling wellbeing issues?

**Sarah:** One thing we are doing again – and it's something we did pre-pandemic too – is running a panel where partners and senior lawyers talk about their own experiences. The aim is to encourage people to feel comfortable speaking up, the idea

being if they hear a senior person in the firm talking about their own issues, they should feel fine doing so themselves. We have also run a series of wellbeing activities and events such as virtual keep fit, yoga sessions and mindfulness workshops. In addition, we regularly communicate what resources are available from our wellness providers Corporate Counseling Associates (CCA) and Ginger. What I've found interesting is something Venu said about when people say: "How are you?". In the US, everybody says it all the time and the answer is always: "Fine." This year, if you ask that question, you don't know what the answer is going to be – and you mean it genuinely when you

ask. People now saying: "It's been a hard day," or "I'm really struggling," is really meaningful. It shows it's now OK to do that.

**Venu:** Our global Code of Conduct, our diversity and inclusion initiatives along with our strong culture are really a key part of what contributes to our overall wellbeing. We know we have an inclusive culture governed by trust and respect for our people. If you look at the Code of Conduct and the values in it, they are central to the overall wellness of the organisation. Living those values and experiencing them in our daily interactions can create a healthy and engaging workplace.



“

OUR GLOBAL CODE OF CONDUCT, OUR DIVERSITY AND INCLUSION INITIATIVES ALONG WITH OUR STRONG CULTURE ARE REALLY A KEY PART OF WHAT CONTRIBUTES TO OUR OVERALL WELLBEING.

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Venu Yadavalli  
General Manager, Delhi



### How do you see wellbeing shaping up over the next couple of years?

**Venu:** A lot of the thinking we've done this year around how we support our employees will continue. We've also set up a Future of Work group drawn from people at different levels and across functions that's looking at how people want to work to ensure we continue focusing on mental wellbeing and building a healthier workplace. One of the things that held us together over the past 18 months is the strong culture we've built over the years. When we all had to work from home, not everyone had laptops, so we quickly established who had additional home computers, many of whom said they were happy to give their laptops to those without. I think that was the first time I could really put a tangible value around our culture and say to the leadership team: "This is why we keep insisting we need engaged employees."

**Sarah:** I think it was on the agenda before but it is at the top now and it's hard to see that changing. Wellbeing is important not just from a human perspective, but also for recruitment and retention. We want to attract, develop and retain the best people and, in this new world, we can only do that if we offer a supportive, healthy, sensitive and flexible place to work. Law firms are ultimately just a collection of individuals who require and want certain things – all of which are monumentally important to people choosing their careers.

### What does the topic mean for you personally?

**Venu:** On a personal level, wellbeing makes interaction a lot easier, whether it's with your family, your kids or your colleagues. If I've had a long day at work and I haven't slept well in a couple of days, the quality of my interactions – even with my family members – goes down. I breeze through conversations without really listening. Our experiences over the past year have made us much more aware of the importance of listening to each other, and the impact we have on each other.

**Sarah:** I'm on the management committee, so it's important to me from a working culture perspective. When I joined the committee, I found it hard to ask to rearrange a meeting to enable me to take my children to school one day a week as I worried it would be perceived negatively. It's great that we're moving into an environment where you can ask that sort of perfectly legitimate question and not worry about how it looks. It's also important to me because I have children who are 11 and 13 and they are going to be adults in a very different world to the one in which I started my career. As a firm, we should be looking to that future and embracing it so we remain at the forefront. We either keep abreast of it, or we fall behind.

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I THINK THAT WAS THE FIRST TIME I COULD REALLY PUT A TANGIBLE VALUE AROUND OUR CULTURE AND SAY TO THE LEADERSHIP TEAM: THIS IS WHY WE KEEP INSISTING WE NEED ENGAGED EMPLOYEES.

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**Venu Yadavalli**  
General Manager, Delhi



## A POWERFUL CATALYST FOR CHANGE

As the firm increases its focus on its global inclusion strategy - change the rules, change the culture and change the lived experience – global and regional targets were introduced in July 2020 for gender, LGBT+ and ethnicity, to ensure greater ambition, progress and accountability are embedded across the firm’s global network.

We developed regional targets to reflect the different circumstances and challenges that exist across our regions. Over the course of FY 20/21, tailored initiatives were developed across practice areas and business professional disciplines to focus our attention on specific inclusion challenges – whether relating to recruitment, retention or promotion – and their root causes.

The firm has also introduced a number of new global initiatives to drive change, such as our [Code of Conduct](#), our [Call to Action for Racial Equality](#), the roll-out of new active inclusion training, the expansion of our reverse mentoring programme, an independent review of the firm’s partnership and promotion process, and compulsory anti-bullying and anti-harassment training for all members of the firm.

We believe our targets help us to concentrate our efforts in the right areas, encourage greater transparency and allow us to talk openly and

constructively about what our data tells us and how we should respond. There is still work to do but we’re encouraged by the progress we’ve made over the past year and we’re committed to maintaining focus on delivery across all areas of inclusion.

[Read more about our Inclusion Targets](#)

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OUR TARGETS WILL BE A POWERFUL CATALYST FOR THE CHANGE WE WANT TO SEE AND I HOPE THEY WILL SET A NEW STANDARD FOR OUR INDUSTRY.

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**Matthew Layton**  
Global Managing Partner





## OUR VIEW ON IT

### THE FUTURE OF LEARNING

**Our Academy provides valuable learning and development opportunities for our people, honing key skills that align with the firm's strategic objectives.**



**SUZANNE CAROLAN**  
Co-Head Global Academy



**PETER CARRICK**  
Co-Head Global Academy

These skills, which benefit the firm and the individual, include commercial awareness, client relationships, collaboration and innovation and provide the focus for most of the Academy's core programmes.

"For lawyers, we set out a pathway with various milestones for them to attain," says Co-Head of the Academy Peter Carrick. "However, it's not just about the formal training, it's about the supervision and the career development they'll gain from the partners as well, which makes it a much more compelling learning journey, and one that they may not get elsewhere."

Equality and inclusion is high on the Academy's agenda, which is why it also works with other areas of the firm to ensure learning opportunities are available to all of our professionals.

"Business professionals have the same opportunity to learn as lawyers and can attend practically all the same courses," says the Academy's other Co-Head Suzanne Carolan. "So there's equality in terms of what they're exposed to and how they can develop their own skills. More recently, we've partnered with functions such as finance to work

on talent development, specifically looking at what they require for excellence within that function and working to create, design and deliver a programme for them."

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WE RECOGNISE  
THE PART WE PLAY  
IN DEVELOPING  
AND RETAINING THE  
INCREDIBLE TALENT  
WE HAVE IN OUR  
ORGANISATION.

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**Suzanne Carolan**  
Co-Head Global Academy



The agility the Academy showed during the first few weeks of the pandemic allowed it to continue offering these opportunities in extremely challenging circumstances. Over a matter of a few weeks, the Academy pivoted from in-person to virtual, embracing technology to deliver more agile learning practices, from online classes and TED-style talks to eLearning playlists and a learning app.

As the pandemic wore on, it became clear the Academy would need to focus not just on career development but also on other, so-called 'softer' skills such as resilience, change management and wellbeing.

"We recognise the part we play in developing and retaining the incredible talent we have in our organisation," says Suzanne. "But equally,

we have a role in our people's personal development and during the pandemic we really had to listen to what they needed from us. So while we're proud of what we do in helping people develop their careers, we're also pleased to offer support in other areas too, such as working from home, how to cope with stressful situations and virtual communication with clients.

"We had to shift perceptions around how and what the Academy delivers. And our people responded really positively to digital learning, especially since they could digest these online courses at their leisure. We have since made this even easier by releasing our digital learning mobile app, which allows our people access to learning wherever they are via their smart devices."

Technology helped support delivery through the Academy's learning management system, which administers all the reports and launches all the courses, while widely used platforms such as Webex and Microsoft Teams proved invaluable in providing easy access. Alongside this, the Academy tapped into a range of authoring tools to put together online content and link video, audio, quizzes and animations together to produce more engaging courses.

"It's much more difficult to gauge how engaged people are online, so we had to develop more interactive content," says Suzanne. "The technology also helped us produce more interactive features such as polling, chat functions and breakout rooms, which have helped keep interest levels high."



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I'M INCREDIBLY PROUD OF WHAT WE'VE ACHIEVED, MAKING SURE THERE'S SUPPORT FOR EVERYBODY THROUGH THE CRISIS WHILE ALSO SEIZING THE OPPORTUNITY TO INTRODUCE OUR FIRM TO WHAT IS THE FUTURE OF LEARNING.

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**Peter Carrick**  
Co-Head Global Academy

The Academy had already been preparing for this kind of shift towards more online learning, but the pandemic allowed it to introduce these new ways of learning earlier than expected. This enabled it to offer courses to people from different practice groups around the world much more easily, meaning learning opportunities became more globally inclusive. It has also contributed to significant carbon emissions savings for the firm.

"There has been zero international travel for Academy course attendance since the pandemic started," says Peter. "Previously, we trainers and in some cases participants would have flown around the world to attend courses, but now everything's online. As well as being a more sustainable way of delivering training, it's also helped break down the barriers between lawyers and business professionals, since most of the courses on the curriculum are applicable to both.

"I'm incredibly proud of what we've achieved, making sure there's support for everybody through the crisis while also seizing the opportunity to introduce our firm to what is the future of learning."



Community sits at the heart of our firm. We partner to support our community by widening access to justice, education, a healthy environment and sustainable economic opportunities.

# COMMUNITY







## Our progress



1.3 MILLION

PEOPLE HELPED SINCE THE LAUNCH OF OUR HELPING 100,000 PEOPLE PROGRAMME IN 2012



97%

LAWYERS REPORTED SKILLS DEVELOPMENT AS A BENEFIT OF DOING PRO BONO WORK



70,281

IN-KIND HOURS THROUGH PRO BONO AND VOLUNTEERING



16

GLOBAL STRATEGIC PRO BONO AND COMMUNITY OUTREACH RELATIONSHIPS



## A FOCUS ON

# MAXIMISING OUR IMPACT

INTERVIEW WITH ANGELA MCEWAN AND ALEXANDER SUTTOR

### SUSTAINABLE DEVELOPMENT GOALS



Forming global strategic partnerships with non-governmental organisations is one of the fundamental ways in which we create sustainable change. Amsterdam Partner Angela McEwan and Frankfurt Senior Associate Alexander Suttor discuss the contribution our relationship with Human Rights Watch has on the NGO's work and what it means for our people.



**ANGELA MCEWAN**  
Partner,  
Amsterdam



**ALEXANDER SUTTOR**  
Senior Associate,  
Frankfurt

### How did you get involved with Human Rights Watch?

**Angela:** Our relationship with Human Rights Watch (HRW) goes back at least 13 years when I first met the head of the NGO's Amsterdam office, which had just recently been set up, to discuss the kind of work they were doing and how we could help. I thought what they were doing was critical from a justice perspective, often involving jurisdictions that don't have well-developed legal systems. They were independent, highly professional and I thought we could really add value to their organisation, particularly since we have many lawyers who are really passionate about this kind of work.

**Alexander:** I got involved when I was a research assistant at the height of the first coronavirus lockdown in Germany. HRW had requested someone to attend the trial of two former Syrian secret service officers in Koblenz and I was really interested in the case. I've always had an interest in international criminal law – it's something you're exposed to growing up in Germany – and I did my training for the German bar exams at the court where the Auschwitz trials happened, so you could say human rights and justice are in my DNA. I had been following the Syrian conflict since the beginning, so the opportunity to get a real ground-level view of the trial was something I considered too important to miss.

### What kind of work do you carry out for HRW?

**Angela:** It has varied quite a lot over the years. We get involved in projects where we can add value and achieve something positive through applying the skills we have in the firm. One of the most significant topics we have been supporting HRW on over the last few years is work on universal jurisdiction, essentially helping them bring those who have committed serious crimes to justice. The idea is to support survivors but also to ensure perpetrators are held to account for those crimes if they have not been brought to justice in their own jurisdictions. We have also, across a number of our offices, carried out extensive research for HRW's women's rights division on harassment in the workplace and helped them develop a platform for national reform in relation to this.

**Alexander:** During the Koblenz trial, our work was a mixture of taking notes and explaining some of the technicalities of German criminal law and procedure. For example, in Germany, witnesses are not routinely cross-examined under oath. That's totally clear to us, but American observers might find that surprising. In essence, we were the only real-time window HRW had into the proceedings and, by providing these notes, we enabled them to give briefings on the case to journalists and politicians.

### What have you personally been able to contribute to the work of HRW?

**Angela:** I specialise in banking and finance, so nothing related directly to what HRW does, but I have a strong interest in access to justice, so I have a natural affinity with their work and finding opportunities for us to partner with them on their projects. I also support pro bono work with other

NGOs and encourage other people in the firm to get involved with the valuable work of these organisations where their support can really make a difference. There are gaps in the system where people can't get access to justice, while we have so many talented people who are interested in supporting access to justice for others, so I feel it's really our obligation to do what we can to help.





**Alexander:** The fact I practise criminal law is what really helped HRW in the Koblenz case. But what's also been important is relationship building. The trial had a group of regular observers – NGO representatives, journalists and members of the Syrian community in exile. We built up a rapport fairly early on and having those connections was invaluable. If there were gaps in my notes, I could easily contact someone from that group and make sure my write-up was as comprehensive as possible.

**How effective do you think these kinds of relationships are in helping NGOs such as HRW maximise their impact and respond quickly to challenges?**

**Angela:** It's really a partnership, especially in the universal jurisdiction work we do with them, which they see as critical in terms of enabling them to achieve their objectives. The work we do around universal jurisdiction can benefit thousands of people because if you alter the perception of what can happen to perpetrators of serious crimes, that can potentially save thousands of lives while also helping support and develop better legal processes in those jurisdictions.



Sara Kayyali, Syria researcher at Human Rights Watch, in the field in Raqqa, Syria. © 2018 Human Rights Watch

**What are the highlights of the relationship since it began?**

**Angela:** We are the only firm supporting HRW on their pioneering universal jurisdiction project, which is a source of real pride to all of the team who have been involved in this. The landmark case in Koblenz that Alex worked on will be highly relevant in terms of how the approach to universal jurisdiction is developed. Our Amsterdam office were also involved in the high-profile trial of Dominic Ongwen in the Netherlands. These are landmark cases that are internationally significant in terms of how this area develops.

**How does this sort of relationship benefit our own people?**

**Angela:** It's really important to us not only in terms of how much we can achieve across our network in working with organisations such as HRW but also because many of our people have a real desire to be involved in helping these organisations make a difference. As a responsible global law firm, it's absolutely the right thing to do to provide these opportunities.

**Alexander:** It's incredibly important for our people and their personal development. Volunteering on this trial has also made a tangible difference to

me because, we collected many hundred pages of testimony that simply wouldn't exist if hadn't been for the effort of me and my colleagues. It's something that's inspired a real measure of pride among the whole team.

**What have you learned from your work with HRW?**

**Alexander:** For me, the lessons have been innumerable. But one of the most significant things I learned was about victims having their day in court. At university, we had a course on the philosophical underpinnings of criminal law, why we punish people and why we conduct trials. And there was this sense that punishment is transformative for the victim, something I was a little cynical about at the time. What struck me in this case was how important it was for the members of the Syrian community that an impartial judge reviewed their testimony, they had their say and in the end a judgment was passed. It also gives you an appreciation for the intrinsic value of a functioning justice system. It's something we take for granted, but this trial really underlined for me the value of a fair and democratic justice system, something that's not necessarily the norm for many people globally.

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THE CASE IN KOBLENZ ALEX WORKED ON WAS HUGE IN THIS AREA AND WILL BE HIGHLY RELEVANT IN TERMS OF HOW THE APPROACH TO UNIVERSAL JURISDICTION IS DEVELOPED. WE WERE ALSO INVOLVED IN THE HIGH-PROFILE TRIAL OF DOMINIC ONGWEN. THESE ARE LANDMARK CASES THAT ARE UNIVERSALLY AND INTERNATIONALLY INTERESTING IN TERMS OF HOW THIS AREA DEVELOPS.

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Angela McEwan  
Partner, Amsterdam

## CORNERSTONE

Our flagship Cornerstone initiative is already creating lasting, sustainable change in Rwanda. And there's more in the pipeline.



Launched in 2019 with the aim of improving the lives of those in some of the poorest communities in the Rwandan capital of Kigali, our Cornerstone initiative has already had a significant impact.

The flagship programme sees us commit our legal and technical expertise alongside £1million per year over a five-year period to develop a series of projects in partnership with a range of non-governmental organisations (NGOs) that will substantially improve wellbeing in the city and beyond. Our theory of change for the initiative focuses on how we can bring about transformative and longlasting change and establish scalable models for improved wellbeing that could be applied across Rwanda and, potentially, in other environments.

“We worked hard at the start of the initiative to learn from people living in Kigali’s poorest communities about which issues have the most detrimental effect on their well-being. That approach, alongside our commitment to invest in these communities over a long period, are what make Cornerstone different to any other pro bono initiative I have seen and really excites me. At the same time, it is great to be able to offer people across our firm the chance to get involved and deliver the kind of meaningful impact we are in the privileged position to able to make as a responsible global business,” says pro bono director Tom Dunn, who co-leads the initiative with global pro bono partner Roger Leese.







“Although some of our work was hampered by the Covid-19 crisis over the last year, we have still made excellent progress, not least by supporting a number of our NGO partners to be able to continue to deliver their programmes during lockdown in Kigali. Our assessments show the projects we have finished have had a considerable impact on the ground.”

Highlights of Cornerstone’s work over the last year include the successful completion of three major projects, all of which have had a positive effect on the lives of the people they were designed to help, alongside the development of six new projects.

### TEENAGE PREGNANCY

Working with strategic global pro bono client Hope & Homes for Children, we delivered a project to help teenage mothers stay with their children and extended families in an emotionally stable environment. Teenage pregnancy is a significant driver of poverty and mental ill-health in Kigali and increases the risk of babies and young children being abandoned and taken into care.

This project worked directly with 150 teenage mothers in Kicukiro District, one of the city’s poorest communities, to equip them with the skills and confidence they need to be able to look after their children, including by providing counselling

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Teen pregnancy has been a source of shame for families in Rwanda, leading to rejection, stigmatisation and discrimination. The uniqueness of this project is that young girls, families and community leaders have come together to rebuild lost dignity and hope to create a better future for teen mothers. It is heart-touching to see a previously desperate young girl taking care of her baby and recovering her self-esteem as a direct result of the services we have been able to provide.

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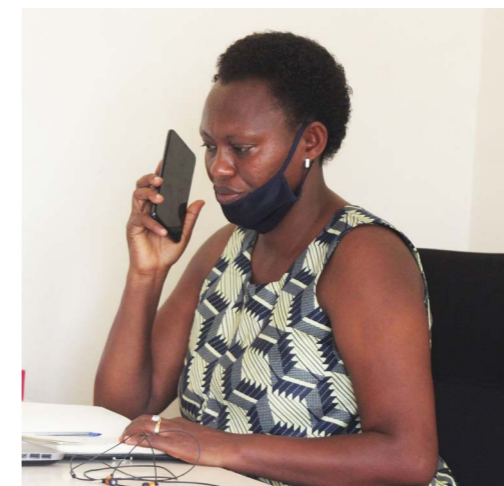
Testimonial  
Innocent Habimfura  
Country Director of Hope and Homes  
for Children, Rwanda

and psychosocial support. It created support groups so mothers could develop relationships with their peers and helped them gain access to assistance from the state, including vaccinations, birth control and birth registration.

The project exceeded most of its targets, including on training community volunteers to provide ongoing support to the mothers, a key component of the work that reflects Cornerstone’s focus on securing sustainable change.

### REMOTE COUNSELLING

Each year, Rwanda marks the genocide of 1994 with a series of commemorative events, which in 2020 began after Rwanda had locked down in response to Covid-19, meaning survivors were unable to contact other people as they remembered what had happened.



More than  
**15,000** genocide survivors  
used the service,  
**87%** said it helped them

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The counselling has removed the darkness that was present in my head. When I called the helpline, a lady picked up. She took time to listen to my life story and she promised to pick up my calls any time of day. I used to have trauma, but face-to-face counselling was only provided in times of crises. There were no follow-up checks after getting well. With this project, it was different.

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Testimonial  
Eugenie  
Survivors Fund Helpline User





For many, having to stay indoors and the increased presence of the military and the police on the streets brought back harrowing memories of what happened during the genocide.

We worked alongside Survivors Fund, a local NGO, to provide a toll-free telephone counselling service so survivors could continue to receive support during this period of isolation and through to the end of the year. More than 15,000 genocide survivors used the service, while 87% said it helped them. The project also gave survivors access to life skills training and small business loans.

### TREE GROWING

Further demonstrating our commitment to sustainability, we partnered with the Rwandan Wildlife Conservation Association in a tree-planting programme to offset the impact of all our flights to and from Kigali for the duration of our Cornerstone initiative.

This involved planting 2000 indigenous trees in Rugezi Marsh, a protected wetland and Key Biodiversity Area on the outskirts of Kigali that is also home to many Grey Crowned Cranes.

A key part of the project was educating people and deepening their understanding of conservation issues, which we achieved by engaging 113 members of the local community and getting 145 members of two youth clubs involved in the planting. The trees will be monitored and cared for over the next two years to ensure they grow to be strong and healthy.

Several more projects were launched over the last 12 months, including one with the Women In Africa NGO that aims to teach coding to young women in Kigali so they are equipped with the

skills needed for a future career in technology and another in partnership with the New York Academy of Sciences to improve Science, Technology, Engineering and Maths (STEM) education in Kigali's secondary schools.

### NEXT STEPS

In the coming year, we will be developing new projects to tackle other key aspects of wellbeing, particularly in relation to food security and nutrition where there will be a chance for people in the firm to develop our thinking and design projects.

“At the same time, we will be working hard with our NGO partners to help them strengthen their organisations. This is a key component in our strategy to create lasting, sustainable change in Kigali long after Cornerstone has concluded,” says Roger Leese. “This will involve working with them beyond individual projects to develop scalable delivery models and to expand their networks.

“We are also hoping to offer opportunities for some of our clients to get involved in Cornerstone projects through our partners' networks. For us, it's not just about making money available; it's about creating a lasting legacy that benefits some of the poorest communities in Kigali, broadens access to social justice and allows our people to share their knowledge and expertise where it is needed most.”



“

IT IS GREAT TO BE ABLE TO OFFER PEOPLE ACROSS OUR FIRM THE CHANCE TO GET INVOLVED AND DELIVER THE KIND OF MEANINGFUL IMPACT WE ARE IN THE PRIVILEGED POSITION TO ABLE TO MAKE AS A RESPONSIBLE GLOBAL BUSINESS.

Tom Dunn  
Pro Bono Director

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## MY VIEW ON IT

### A PIONEERING PLATFORM FOR PRO BONO

**Senior Business Advisor for Corporate & Community Development Diana Mitchell on how technology is driving further engagement with our pro bono work.**



**DIANA MITCHELL**  
Senior Business Advisor,  
Corporate & Community  
Development

Pro bono work is an integral part of our culture and helps us widen access to justice, education and finance, meaning we can genuinely make a difference in the communities in which we operate. By making it easier for our people to find and volunteer for pro bono opportunities, we can have an even greater impact where it is needed most.

Here in the US, we have turned to technology to help drive further engagement in our pro bono programme, signing up to join what is now the world's first global pro bono infrastructure platform for law firms and legal aid organisations. Paladin connects volunteer lawyers with legal services organisations and allows us to efficiently manage and track pro bono work while creating a curated list of opportunities for lawyers based on their individual interests and preferences.

In just the first year, Paladin has helped us to increase our pro bono hours by more than 93%, while at the same time saving around 100 hours of administrative work, so it's already had a significant effect on the efficiency of our programme. In addition, it's allowed us to work with new

community partners, which means we've ultimately been able to have a greater impact. We're also able to use the platform to review feedback on pro bono mandates, see which skills such work has helped develop in our volunteers and get a real sense of which areas are continuing to interest our lawyers.

Adopting Paladin has been such a success in the US that the firm intends to extend the pilot in the UK and Spain. This investment is a real demonstration of how seriously Clifford Chance takes this kind of work and should enable opportunities for even more global collaboration across the firm.

On a personal note, I'm proud to work somewhere that has pro bono embedded in its culture and has a real commitment to the community. The firm continues to lead the way by adopting innovative technologies such as Paladin to not only further our community objectives but also to empower and support the skills development of our people.



Contributing to a more sustainable world is important to how we advise our clients and manage our business.

# ENVIRONMENT



## Our progress



48.2%  
REDUCTION IN  
**SCOPE 1 AND 2 CO2 EMISSIONS\***



61.1%  
REDUCTION IN  
**PAPER CONSUMPTION\***



**DEVELOPING SCIENCE BASED TARGETS** TO ACHIEVE  
NET ZERO BY 2030



MONITORED AND ANALYSED  
**GLOBAL AND LOCAL DATA**

\*per FTE from the 2017/18 baseline



A FOCUS ON

# OUR ROUTE TO NET ZERO

INTERVIEW WITH  
NADIA KALIC, LOUISE ZABBAR AND  
ASNA KHAN

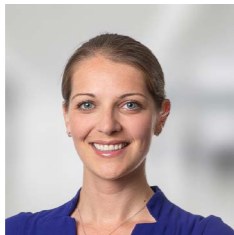
### SUSTAINABLE DEVELOPMENT GOALS



Partner Nadia Kalic and Senior Procurement Manager Louise Zabbar talk to Communications & Marketing Specialist and member of our Environment Board Asna Khan about the firm's ambitious journey towards becoming Net Zero and what it means for our people, our clients and our suppliers.



**NADIA KALIC**  
Partner,  
Sydney



**LOUISE ZABBAR**  
Senior Procurement  
Manager



**ASNA KHAN**  
Communications &  
Marketing Specialist

### Asna: What have we been doing to better understand our carbon footprint?

**Louise:** Being conscious of our environmental impact has long been a priority for Clifford Chance and we have set specific goals for reducing our CO2 emissions, waste and energy consumption for many years [Read our KPIs and Objectives here](#). Our newly created Environment Board, aligned to our Responsible Business Board, has also developed a strategy for realising our ultimate goal: achieving Net Zero. That strategy includes working with third-party experts Carbon Intelligence to establish science-based targets that will help us manage our emissions in line with climate science. An important part of our journey is understanding that we don't operate in isolation; we need to look at our impact broadly, including in terms of our supply chain and the impact our business has through our work with clients and other stakeholders.

### Asna: What steps have we taken this year?

**Louise:** In 2020, we partnered with EcoVadis, the 'world's most trusted provider' of business sustainability ratings, to monitor both our own and our suppliers' sustainability performance against a globally recognised methodology aligned to the United Nations Global Compact, International Labour Organisation, Global Reporting Initiative and ISO26000. In doing so, we became the first global law firm to roll out

our own sustainable procurement programme using that platform.

The work we're doing as part of our programme is enabling us to work closely with our suppliers to help them to reduce their environmental and social impacts while allowing us to move closer to our ambition of becoming Net Zero. As well as monitoring environmental factors such as greenhouse gas (GHG) emissions, waste and energy consumption, we're also independently assessing our suppliers against other criteria, including labour and human rights, ethical practices and controls, and ensuring we're working with suppliers that support our own business objectives and strategy.

You can read more about the work we're doing with EcoVadis in our recent blog on [our website](#).

### Asna: How important is the role of our supply chain in this whole picture?

**Louise:** Very. Most of our emissions sit within what's called Scope 3, which includes the goods and services we use to run our firm, from our technology through to our recruitment and knowledge management services, and our business travel, including the modes of transport we use to support the delivery of services to our clients. As a result, sustainability is a key pillar of our supplier management programme.

To support the launch of our sustainable procurement programme's aspirations, we held an event for suppliers in April this year, at which we

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**Louise Zabbar**  
Senior Procurement Manager







also held a series of focus groups to set out what truly matters to us as a firm and how we can work collaboratively with our suppliers to achieve our aspirations. We need to understand the processes and controls all of our suppliers have in place that ultimately could impact us as an organisation and ensure those suppliers are also aware of how their own procurement can affect their emissions performance.

#### **Asna: What other initiatives and activities will help us on the route to net zero?**

**Louise:** We have already done a huge amount to reduce our carbon impact. For example, in 2020 we reduced our Scope 1 and 2 emissions per full-time employee by 28.42%. We're now actively looking at investing in re-newable energy and energy efficiency, moving away from natural gases and making smarter choices when it comes to the offices in which we work. But there is clearly more we can do, with the pandemic and a move to a more flexible working environment helping us see opportunities to reduce our business travel, to challenge our assumptions around how we run our offices and catering services, how we use precious resources like clean water and how we deal with waste.

#### **Asna: How important are these issues for our clients?**

**Nadia:** It's almost impossible to have conversations with our clients that don't involve some form of discussion around ESG issues. Not only is ESG seen as a risk and increasingly the subject of regulation and litigation, it's also an opportunity for many clients and, as a result, it's at the top of the agenda in most organisations. In our Corporate practice, we are doing ESG work both on the advisory and the transactional side. Similarly, in our Global Financial Markets practice, there is a huge amount of work happening in relation to green financing, bonds and derivatives – and in our Litigation and Dispute Resolution practice, we are seeing an increase in climate change and ESG-focused activism and litigation. Understanding how to achieve a 'just transition' to a zero carbon world, one which protects the rights of the poorest workers and communities, and who will pay for it, will be a key issue for us to consider when advising clients across all practice groups. Internally, we have created the Energy Transition Initiative (ETI), which is designed to help us talk to clients about the energy and infrastructure transition to a low carbon/no carbon future. It helps us focus our efforts and share knowledge throughout the firm so we can always have energy transition on the agenda when talking to clients. The ETI is a key component of our efforts focused on the 'E' (environment) in ESG.

### Asna: What do clients expect from us in terms of ESG?

**Nadia:** As is the case with our people, clients are expecting us to ‘walk the talk’ when it comes to climate change. They don’t want law firms advising them on how to achieve Net zero if they aren’t moving towards the same goal themselves. Our [new climate change policy](#), is the kind of initiative that shows we are serious about net zero and it’s vital that clients can see that.

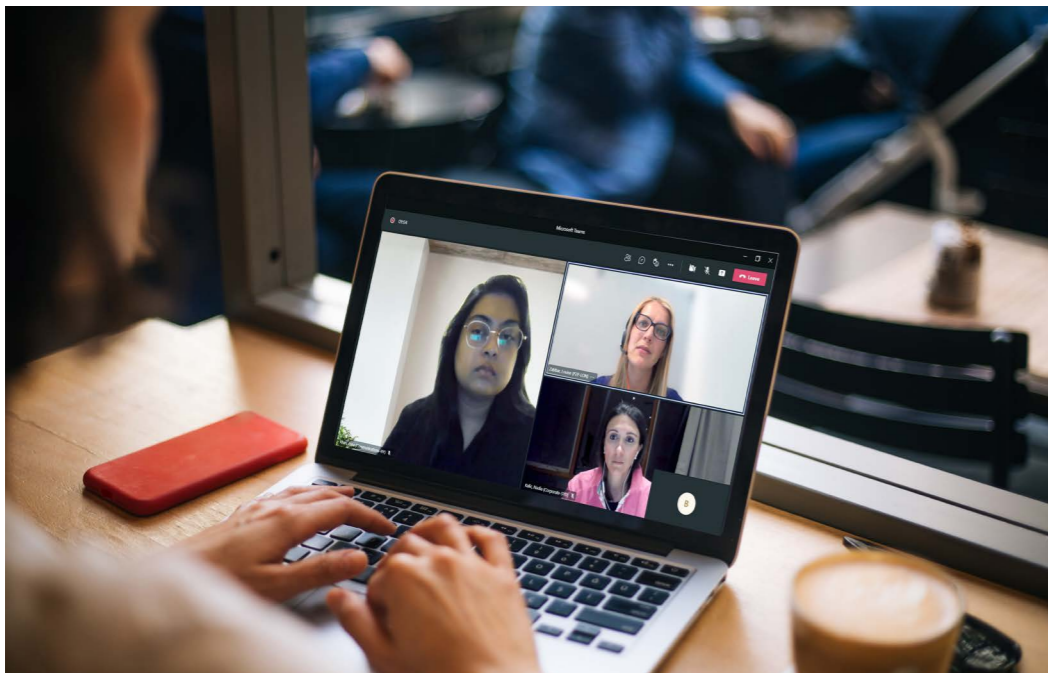
### Asna: How are we working with clients to influence change among them and how are we helping them become more environmentally conscious?

**Nadia:** The work we are doing is ultimately about assisting our clients to achieve their own net zero objectives. We’re advising all sorts of businesses on how they should approach ESG factors. And we are driving change by being proactive in our discussions with clients, helping them devise and

implement net zero strategies and working with them on their reporting and disclosure frameworks.

### Asna: How can we engage in collective action to address the urgency of climate change?

**Nadia:** We are founding members of the net Zero Lawyers Alliance, which is committed to accelerating the transition to Net Zero carbon by 2050. It’s a great example of where, as a firm, we are looking to participate in and drive change within our own profession. When I talk to colleagues across the firm, it’s clear to me we’re aligned in our Net Zero ambition. We do some fantastic work and should be proud of the market-leading position we are taking on these issues. I feel as though I’m working with people who are like minded and genuinely doing these things because they care, not because it’s what the market expects, and that reinforces that sense of what we can achieve when we work together. The more we can help establish new standards and help bring innovative solutions to market – working with our clients and other stakeholder groups – then the greater the difference we will make.



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**Nadia Kalic**  
Partner, Sydney





# FOLLOWING THE SCIENCE

The 2015 Paris Agreement committed those world governments that are signatories to limiting global warming to well below 2°C, preferably to 1.5°C, above pre-industrial levels. To achieve this, greenhouse gas (GHG) emissions need to halve by 2030 and fall to net zero by 2050.

The private sector has a crucial role to play in this and Clifford Chance is no exception. As a responsible business, it is imperative we act now, which is why in early 2021 we extended our partnership with sustainability data and consulting

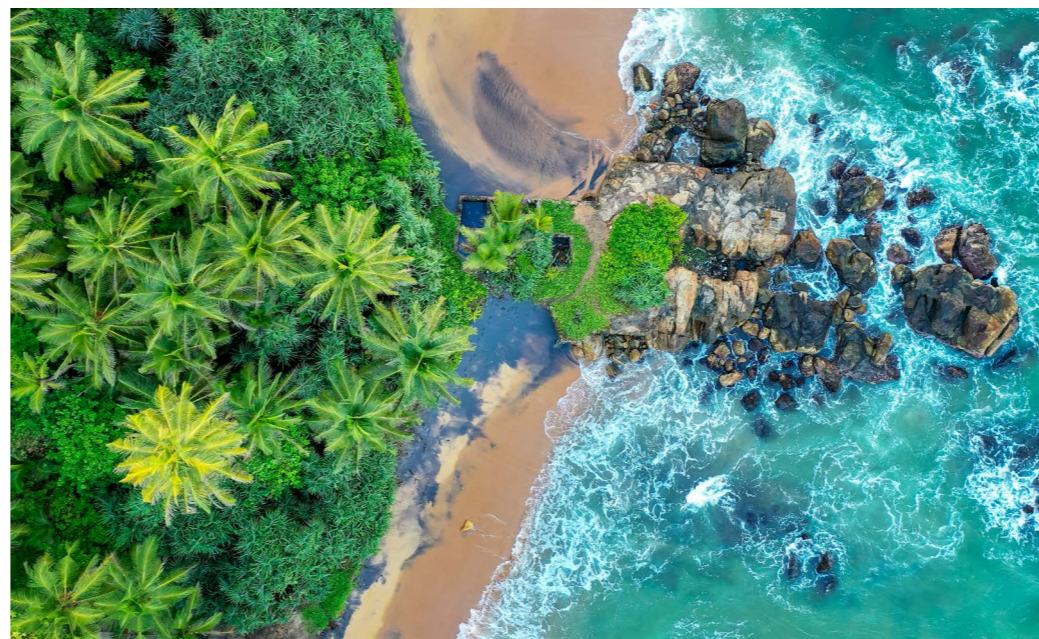
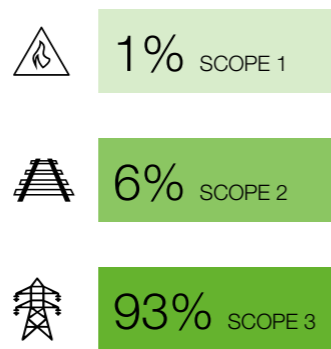
firm Carbon Intelligence to develop science-based targets for submission to the Science-Based Targets initiative (SBTi) for approval.

Science-based targets enable us to better understand our carbon emissions and help us build a decarbonisation pathway and roadmap to net zero. They show by how much and how quickly we need to reduce our GHG emissions if we are to help prevent the most damaging effects of climate change and, by submitting them for review, we can be certain we are taking a realistic, science-based approach.

Working with Carbon Intelligence, we embarked on an in-depth analysis to identify not only Scope 1 and 2 emissions – those from the burning of fuels, such as natural gas, in our buildings and from the generation of purchased electricity – but also to calculate Scope 3 emissions – those associated with the goods and services we purchase through our supply chain, including travel. Achieving Net Zero requires an approach that sets reduction targets for all emissions and means we need

to integrate sustainability into our supplier management processes in addition to tackling our own carbon footprint.

Following approval of our targets and roadmap by the SBTi, we hope to move to the implementation phase this year and join thousands of businesses around the world who are demonstrating their commitment to mitigating the effects of climate change.

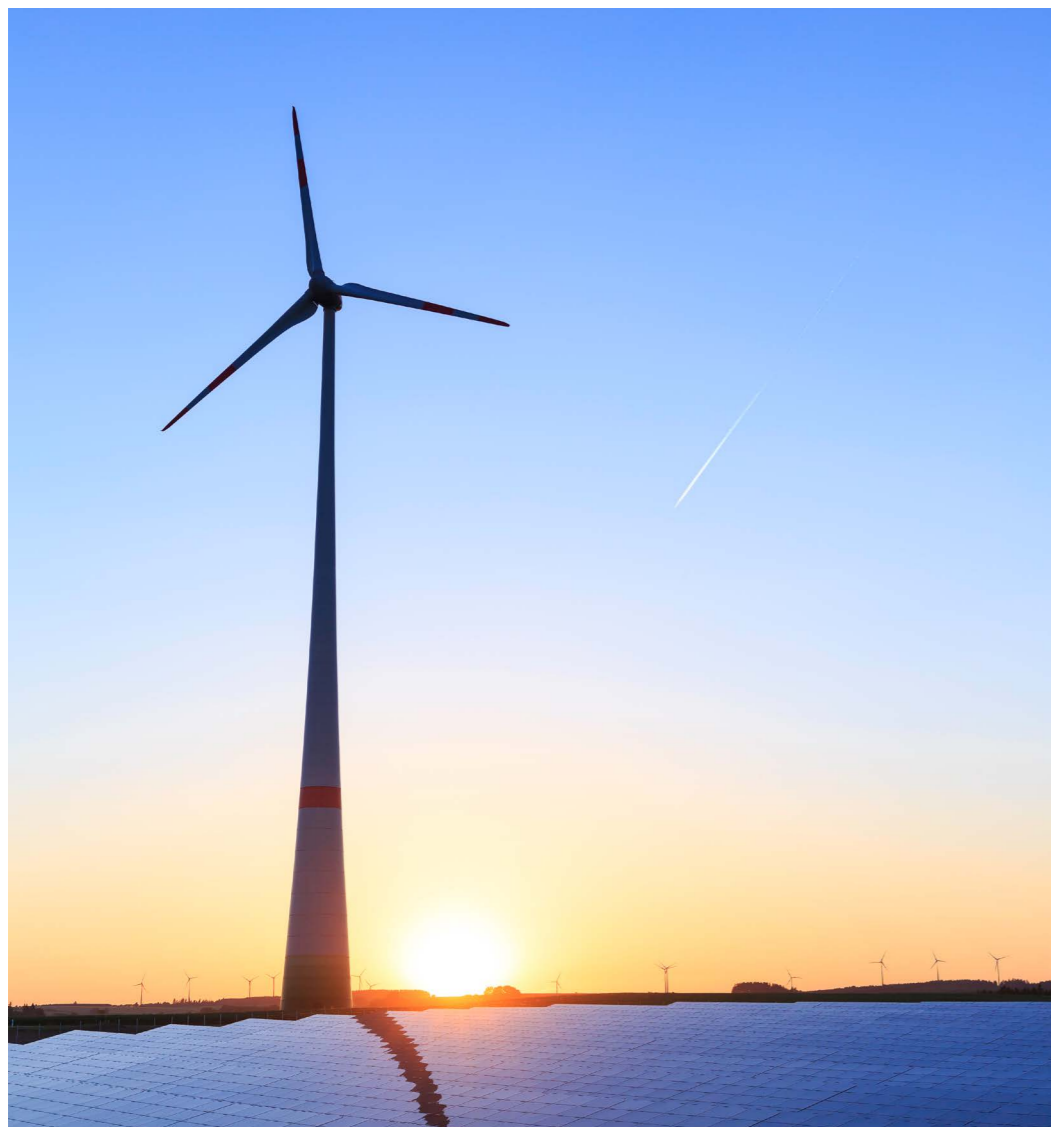


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WE HOPE TO MOVE TO THE IMPLEMENTATION PHASE THIS YEAR AND JOIN THOUSANDS OF BUSINESSES AROUND THE WORLD WHO ARE DEMONSTRATING THEIR COMMITMENT TO MITIGATING THE EFFECTS OF CLIMATE CHANGE.

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**Sam Clark**  
Facilities and Business  
Resilience Manager



## MY VIEW ON IT CHANGE FOR THE BETTER

Singapore partner **Nicholas Wong** on the firm's **Climate Change Policy**.



**NICHOLAS WONG**  
Partner,  
Singapore

Aligned with Principle 5 of our Code of Conduct, which is to 'Act responsibly and actively contribute to beneficially serve the wider communities, we have for some time been talking about developing a Climate Change Policy and moving our business away from working on client matters where there is potential for material and adverse impact on climate change, and which do not have appropriate safeguards or mitigation measures in place. Now, whenever new matters come in, we scan them for any material adverse climate change issues, as well as human rights concerns, and raise any flags associated with them. Our General Counsel then discusses the concerns among a number of partners who have expertise across relevant areas to determine whether or not we take on the business. We believe we're the first major global law firm to introduce such a policy. Since we began developing the policy, we have discovered things are often not as clear cut as they may at first appear.

For example, some of the jurisdictions in which we operate are significantly more impoverished than others, so there needs to be an assessment around questions of 'just transition', giving certain countries the time to develop economically and socially while supporting the move to technology that reduces greenhouse gas emissions.

We have trialled the policy – applicable to new matters only – among our different practice areas and groups around the firm to gain a better understanding of how it works in practice and are continuously reviewing the criteria against which we assess new matters. We recognise we don't have all the answers or expertise to make all necessary decisions and realise this is a nuanced subject area, so it's important we monitor the policy and allow it to evolve in line with our understanding of climate change and climate justice.

We also believe we have an important role to play in supporting clients who are actively trying to move their portfolios or business towards a greener model. Our objective is to assist them with that transition not only by being more selective about the work we take on but also through training, sharing our expertise and helping them reduce their greenhouse gas emissions. And, at the very heart of our policy, is a commitment to continue to grow work that we do in the renewables and energy transition sector and in sustainable development.

That the policy has been extremely well received around the firm despite it sometimes having a detrimental effect on some practices' bottom lines is testament to our commitment to helping tackle the biggest societal issue of our time.





(% + 0.3) 187.12

# REPORTING



# MONITORING OUR PROGRESS

To ensure focus and progress, we set clear objectives and KPIs that are regularly reviewed.

● Good progress / Complete    ● In progress    ● Not progressed

## DOING BUSINESS

## STATUS

### Equip our people with the training and support to do the right thing, in the right way

Progress comprehensive programme of activities to enhance our ethical culture



Develop and deliver internal communications programme to ensure expectations and support available are understood by all our people



Roll out ABC training piloted with Africa Group for other regions



### Further evolve our incident and business continuity planning to increase our ability to manage the firm through a significant cyber-attack, including a robust programme of scenario rehearsals

Continue to test and embed our cyber response plan



Ensure operational risk and resilience strategy is understood and embedded globally



Review learnings from Covid-19 experience to inform our future risk and resilience practices



Develop Operational Resilience Framework to pull together all of the work to date



Implement Fusion as the platform for managing Operational Resilience



Run a programme of operational resilience exercises across offices



### Closely manage responsible business risks through review and negotiation of Client Terms required by clients

All Client Terms fully reviewed and approved by Central Risk team before being accepted





● Good progress / Complete    ● In progress    ● Not progressed

PEOPLE	STATUS
<b>Improve the gender balance in our partnership, so that women make up at least 30% of our partnership</b>	
Report against the regional and leadership group gender balance targets announced in 2020 and detail reasons for progress or lack of progress	●
Establish more Accelerate>>> affinity groups across our offices, increase regional connectivity and build regional Accelerate>>> structures	●
Review and report on local and global recruitment gender progress	●
<b>Improve the ethnic diversity of our firm</b>	
Report against the regional and leadership group ethnicity balance targets announced in 2020 and detail reasons for progress or lack of progress	●
Establish more REACH affinity groups across our offices, increase regional connectivity and build regional REACH structures	●
Engage a third party expert to audit the Partner Selection process	●
<b>Improve LGBT+ inclusion in our firm</b>	
Report against the global LGBT+ balanced targets announced in 2020 and detail reasons for progress or lack of progress	●
Engage with regional leadership and Arcus groups to, where strategically appropriate, establish regional LGBT+ partner targets	●
To establish more Arcus affinity groups across our offices, increase regional connectivity and build regional Arcus structures	●
<b>Increase the alignment of our learning and development programmes with our inclusion strategy</b>	
Develop and deliver active inclusion training to the firm	●
Develop and implement a inclusion training schedule that maximises the amount of people who complete the training	●
Ensure all leadership groups receive active inclusion training	●

● Good progress / Complete   ● In progress   ● Not progressed

PEOPLE	STATUS
<b>Increase the alignment of our learning and development programmes with our inclusion strategy</b>	
Make inclusion a key component of milestone learning such as the Senior Associate Course, New Partners Course and Future Leaders Programme	● ●
Increase the volume of reverse mentoring in the firm and increase transparency of the amount of reverse mentoring taking place. Report on reverse mentoring of leaders in the firm	●
Develop a global programme of Inclusion 'Lunch and Learns' to raise awareness and understanding within the firm	●
<b>Increase awareness of resilience and wellbeing support</b>	
Leverage the work of the Global Wellbeing Group to increase our learning delivery around wellness, resilience and mental wellbeing	●
Improve our absence reporting in order to flag wellness issues proactively including: (1) global exit interview reporting, (2) Workday absence reporting	●
Reinvigorate Career Development Mentoring across the global firm and broaden to include business professionals	●
Increase awareness and encourage acceptance and engagement of the Firm's global Employee Assistance Programme through continued communication and targeting areas of specific interest in each location Aim to increase engagement levels with increased communication to supplement a continuation of the support already provided in each location	●
<b>Improve inclusion of disability within our firm</b>	
Establish more disability affinity groups around our global network to understand better our colleagues' experiences and to progress towards the commitments we have made as part of Valuable 500	●



● Good progress / Complete   ● In progress   ● Not progressed

**COMMUNITY** **STATUS**

**Continue to undertake pro bono and community outreach work that strengthens the capabilities of our people and our relationships, and maximises the value we add to our pro bono clients' capacity to achieve their mission**

Pro bono involvement in innovative services and products, e.g. fintech, sustainability and social business solutions	●
Number of mandates and other activities connected to charity governance and human rights in sport	●
Number of strategic pro bono relationships that exemplify our theory of change	●
The number of our people who are serving on the boards of not-for-profit organisations	●

**Continue to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs and collaborate with clients on projects for these NGOs**

The number of global strategic pro bono and community outreach relationships, specifying the number with an environmental focus, and the number of projects within these relationships	●
The number of clients and significant civil actors with whom we collaborate	●

**Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams, effectively supported by the pro bono team. Our pro bono and community outreach practice will provide all of our people, at all levels, with the opportunities to practice and enhance the skills that are key to their development, making them more effective and well-rounded. They will also support the delivery of the firm's diversity and inclusion programme and the enacting of the firm's values.**

The proportion of lawyers who reports skills enhancement as one of the benefits of doing pro bono work and satisfaction with the support provided by the pro bono team	●
The number of diversity and inclusion related pro mandates	●

**Continue to develop and refine our capability and that of our clients, to support effectively the widest range of civil society organisations, from small community-based organisations to international NGOs.**

The number of offices with a relationship with a local school or educational institution	●
In-kind (hours) and direct financial investment in our pro bono and community outreach work	●
The number of people helped by the NGOs we work with, as a result of our support for them	●
The proportion of our pro bono and community outreach mandates, and Clifford Chance Foundation grants, that contribute to the achievement of the Sustainable Development Goals	●

● Good progress / Complete   ● In progress   ● Not progressed

ENVIRONMENT	STATUS
<b>Gather and analyse systematic data on our environmental performance across our business</b>	
Ensure accurate reporting of all global data is monitored and analysed	●
<b>Set standards of environmental performance for all offices and monitor achievements as a commitment to continuous improvement</b>	
Set, measure and monitor local targets and initiatives	●
Participate in UN World Environment Day	●
Conduct at least one local environment awareness campaign a year	●
<b>Continue to reduce energy consumption</b>	
Reduce scope 1 and 2 emissions by 5% from 2017/18 baseline per FTE by 2021	●
<b>Reduce paper consumption</b>	
Reduce procurement of paper by 10% per FTE from 2017/18 baseline by 2021	●
<b>Minimise waste</b>	
Improve waste segregation in all offices	●



● Good progress / Complete    ● In progress    ● Not progressed

ENVIRONMENT	STATUS
<b>Monitor and reduce water consumption</b>	
Implement a means of measuring water consumption	●
<b>Improve employee engagement</b>	
Develop local and global communications strategies	●
Ensure reporting data is inclusive and accurate	●
<b>Extend our sustainability</b>	
Promote local initiatives to protect our surrounding environments and habitats	●

# STAKEHOLDER CAPITALISM METRICS

This year we are reporting for the first time using the World Economic Forum's new Stakeholder Capitalism Metrics, rather than the GRI framework we have used to date.

We believe that the Stakeholder Capitalism disclosures will provide greater clarity on the firm's commitment and progress across a range of areas that are relevant to our journey, as a professional services firm, to integrate sustainability into our core strategy and operations. We hope the widespread adoption of the Stakeholder Capitalism Metrics will allow stakeholders to better understand and compare different organisations' adoption of ESG strategies, and catalyse progress towards a more sustainable world.

CORE OR EXPANDED METRIC	PILLAR & THEME	INFORMATION AND REFERENCES
Core	Governance: Governing Purpose	<p><b>Setting Purpose</b></p> <p>Clifford Chance is a leading global law firm, with clients which include corporates from all the commercial and industrial sectors, the financial investor community, governments, regulators, trade bodies and not-for-profit organisations. We are committed to providing clients with the highest-quality advice and legal insight by combining the Firm's global standards with in-depth local expertise. We always strive to exceed the expectations of our client and act responsibly, creating long-term sustainable value that supports the future success of all our stakeholders.</p> <p>We are working as a firm to explore our purpose in more detail and to ensure we have a shared and consistent understanding of that purpose. The programme to embed our Code of Conduct is contributing to this work, facilitating discussion across colleagues in all roles and geographies.</p> <p><a href="#">Read more Our Code of Conduct</a></p>
Core	Governance: Quality of Governing Body	<p><b>Governance Body Composition</b></p> <p>The firm's top-decision making body, the Executive Leadership Group (ELG), sets the Firm's strategy and oversees its implementation.</p> <p>The ELG is chaired by the firm's Global Managing Partner.</p> <p>The ELG comprises 12 members (9 men, 3 women). This includes:</p> <ul style="list-style-type: none"> <li>• The Managing Partner – a senior partner in the firm who is elected by the partnership who are the owners of the firm</li> <li>• The Executive Partner and General Counsel – a senior partner with a broad background of working in the firm internationally</li> <li>• The Chief Operating Officer and Chief Financial Officer – who each bring extensive experience from multiple sectors</li> <li>• Senior partners who lead each of the firm's business lines and major regions - they bring deep expertise in their regions and areas of expertise</li> <li>• A specialist Employment lawyer who acts as our Global Partner for Talent, and who works closely with the firm's Chief People Officer (who also attends the ELG)</li> </ul> <p>Development and oversight of the firm's sustainability strategy is delegated to the firm's Responsible Business Board, chaired by the Senior Partner who also chairs the firm's ESG Board which brings together client-facing ESG experience from across the firm globally. The Responsible Business Board also includes the Managing Partner, General Counsel, Chief Operating Officer, Chief Risk Officer, Chief People Officer, the Global Head of Inclusion, the Pro Bono Partner, the Pro Bono Director and the Global Head of Brand, Communications and Marketing.</p>



CORE OR EXPANDED METRIC	PILLAR & THEME	INFORMATION AND REFERENCES
Core	Governance: Stakeholder Engagement	<p><b>Material Issues Impacting Stakeholders</b></p> <p>An updated materiality assessment is planned for the next 12 months and will include input from our people, our clients and our wider communities.</p>
Core	Governance: Ethical Behaviour	<p><b>Anti-corruption</b></p> <p>Clifford Chance has a policy of zero tolerance of bribery and corruption. We expressly prohibit the giving or receiving of any form of bribe and we are committed to fully comply with the anti-corruption laws of all the jurisdictions in which we operate. All of our partners and employees globally are required to complete training on the Firm’s anti-corruption policies and procedures. In addition, all partners and employees are required to provide an annual certification that includes confirmation of knowledge of, and compliance with, relevant policies and practices, including anti-bribery and corruption.</p> <p>No incidents of corruption involving the Firm or its employees have been confirmed in the current year, whether relating to this year or previous years.</p> <p>We have clear internal procedures for Firm members to report concerns about values, ethics and professional conduct. We also have a dedicated mailbox monitored by a global team of compliance and legal professionals where everyone in the Firm can seek advice on a number of topics, including any concerns around ethical and lawful behaviour as well as professional standards.</p> <p>Clifford Chance’s responsible business strategy includes a focus on establishing and promoting market-shaping practice in relation to ethics, professional standards and risk management. Our Firm supports external initiatives which promote responsible and ethical business practices. We regularly engage with relevant bodies and organisations, including the Institute of Business Ethics, Professionals Against Corruption and Partnership Against Corruption. Our Firm is actively involved in the WEF Global Futures Council on Transparency and Anti-corruption.</p>
Core	Governance: Ethical Behaviour	<p><b>Protected Ethics Advice and Reporting Mechanisms</b></p> <p>We have launched and promoted our Code of Conduct, which includes “Speak up” as one of its five core values. If an employee witnesses bad, inappropriate, disrespectful, aggressive or unethical behaviour, as well as any potential or actual misconduct internally or externally (including in interactions with clients, service providers and other third parties), they are encouraged to call it out and report it through the relevant channels of the Firm.</p> <p>In addition, we recognise there are times when colleagues may feel the need for an opportunity to raise a concern or as a question without coming forward directly to a colleague. For these instances, the Firm has engaged Navex Global as an independent and impartial service available 24/7 to all our people to report concerns confidentially, to the extent permitted by law.</p> <p><a href="#">Read more</a>  <a href="#">Our Code of Conduct</a></p> <p><a href="#">Read more about</a>  <a href="#">Our Supplier Code of Conduct</a></p>

CORE OR EXPANDED METRIC	PILLAR & THEME	INFORMATION AND REFERENCES
Core	Governance: Risk and Opportunity Oversight	<p><b>Integrating Risk and Opportunity Into Business Process</b></p> <p>Clifford Chance deploys an enterprise-wide approach to risk management that looks to aggregate risk across regions and business functions in order to articulate the most prominent risks that may affect delivery of the firm's objectives.</p> <p>This Enterprise Risk Management (ERM) initiative is designed to address the likelihood and consequences of risks materialising, as well as to inform strategic decisions, successful delivery of change and increased operational efficiency. The framework allows the Firm to continue to be entrepreneurial in delivering legal services of the highest standard, whilst adopting a prudent approach to risk management.</p> <p>For example, a key risk area we focus on is cyber and information security. Control of client information is particularly important for Clifford Chance given the nature and type of information often held by the firm. The firm operates multi-layer defences against cyber activity, including a full-service approach to identify and frustrate attempts to access the firm's network. This is supported by a series of global policies governing IT use and access, data loss prevention tools and training and regular awareness activities across the Firm.</p> <p>The Firm also considers legal and reputational risks when assessing potential new clients and new matters. The assessment goes beyond mandatory AML requirements and takes into account matter-specific considerations (including potential human rights or adverse environmental related concerns). Where risks are identified a matter may be subject to specific clearance conditions or we may decline to take the matter on altogether.</p>
Core	Planet: Climate Change	<p><b>Greenhouse Gas (GHG) Emissions</b></p> <p>We report in tCO<sub>2</sub>e GHG Protocol Scopes 1 and Scope 2 emissions in line with our global targets (baseline FY17/18). For FY 20/21 our emissions were: Global tCO<sub>2</sub>e per FTE in 2020/21 was 1.44 for electricity and fuel compared to 4.62 in FY 2013/14, 4.55 in 2014/15, 4.06 in FY 2015/16, 2.98 in FY 2016/17, 2.78 in FY 2017/18 and 2.41 in 2018/19, 1.99 in 2019/20. As of FY 2020/21 scope 1 &amp; 2 CO<sub>2</sub> emissions per FTE have decreased 48.2% from a 2017/18 baseline (heavily influenced by temporary office closures owing to Covid).</p> <p>We commenced independent detailed analysis of our GHG Scope 3 emissions which revealed they comprise 93% of our global emissions (S1,2 &amp; 3). Scope 3 emissions refer to indirect emissions occurring in the value chain. This includes: Employee commuting, travel and other. The largest source of indirect emissions being 'Purchased Goods &amp; Services', for which we have partnered with business sustainability rating leader 'EcoVadis' to help reduce our suppliers negative environmental and social impacts.</p>
Core	Planet: Climate Change	<p><b>TCFD Implementation</b></p> <p>The firm recognises the value of TCFD disclosures in promoting transparency. Under the mandate of our Responsible Business Board we are preparing to submit to the Science Based Targets initiative to reduce our GHG emissions in line with a 1.5-degree pathway, and to achieve Net Zero carbon emissions by 2030. Our annual CDP response provides further disclosures on our approach to climate change (<a href="https://cdp.net/en">cdp.net/en</a>).</p>



CORE OR EXPANDED METRIC	PILLAR & THEME	INFORMATION AND REFERENCES
Core	Planet: Nature Loss	<p><b>Land Use and Ecological Sensitivity</b></p> <p>According to the <a href="http://www.keybiodiversityareas.org">www.keybiodiversityareas.org</a> database there are no Clifford Chance offices in the vicinity of Key Biodiversity Areas (KBA's), accordingly our offices are in the centre of major cities. We have installed two beehives in our largest office in London to mitigate against the bee declines in the UK. As per our real estate manifesto we aim to select and fit out offices to recognised high environmental standards such as Nabers, LEED, BREEAM etc. Our Responsible Business Committee has made a number of donations from the Clifford Chance Foundation to support pro bono initiatives and charities, one such being Lifescape (<a href="https://lifescapeproject.org/">https://lifescapeproject.org/</a>) an organisation which works for the protection of wild landscapes . Many of our offices participate in local volunteer activities such as beach clean-ups and tree planting schemes.</p>
Core	Planet: Freshwater Availability	<p><b>Water Consumption and Withdrawal in Water-stressed Areas</b></p> <p>As an office-based business the firm does not have an intensive use of water. However according to the WRI Aqueduct Water Risk Atlas, 20 of our office locations are in high / extremely high water-stressed areas. Where we are able to, we have installed water meters to monitor usage, particularly in our largest offices. Examples of water conservancy actions we have taken are tap aerators, waterless urinals, low flo shower heads, dual flush toilets, and technical modifications to building cooling systems.</p>
Expanded	Planet: Climate Change	<p><b>Paris-aligned GHG Emissions Targets</b></p> <p>The first step towards achieving Net Zero carbon emissions by 2030 is to understand our carbon footprint and where the carbon emissions across our value chain originate. We're currently working towards establishing science-based targets that will help us manage our emissions in line with climate science.</p> <p>Read more in our Responsible Business Report 2021: <a href="#">Following the Science</a></p>
Core	People: Dignity and Equality	<p><b>Diversity and Inclusion (%)</b></p> <p>Read more about Our Inclusion Targets</p> <p>View Our Data Tables</p>

CORE OR EXPANDED METRIC	PILLAR & THEME	INFORMATION AND REFERENCES
Core	People: Dignity and Equality	<p><b>Pay Equality (%)</b></p> <p>Clifford Chance is committed to creating an inclusive environment, providing equal employment opportunities for all members of the firm and future employees. It is the firm's policy to treat all employees and job applicants fairly and equally regardless of their gender, marital or civil partnership status, race, colour, national or ethnic origin, social or economic background, disability, religious belief, sexual orientation, or age. Furthermore, the Firm will ensure that no requirement or condition will be imposed without justification which could disadvantage individuals purely on any of the above grounds. The policy applies to recruitment and selection, terms and conditions of employment including pay, promotion, training, transfer and every other aspect of employment. The firm will regularly review its procedures and selection criteria to ensure that individuals are selected, promoted and otherwise treated according to their relevant individual abilities and merits.</p> <p>Clifford Chance complies with all applicable pay equity reporting laws, including the United Kingdom's gender pay gap reporting obligations. We were the first law firm to include the total annual earnings of partners in our UK pay gap data, so that we could show ourselves and the world the true distance that has to be travelled to deliver equal opportunities for everyone in our firm. In 2018, we added ethnicity, sexuality and disability data to our reporting, alongside gender, not because we had to but because we felt we needed to if we are to truly drive change. We continue to report this way and examine closely the causes of our pay gaps. We also continue to design and implement a range of strategic interventions to address these causes, which we consistently monitor and review. Our latest UK pay report is available here <a href="#">Pay Gap Report</a></p> <p>The career and compensation structure for all Clifford Chance employees is based on market analysis, external insights and comprehensive and objective benchmarking. Individuals are placed within a predetermined range based on legitimate, non-discriminatory factors, including, as applicable, relevant skills and experience, and geographic location. Clifford Chance operates to ensure that all employees are paid equitably throughout their careers, and the view of employees is sought throughout their career with Clifford Chance via employee engagement surveys.</p> <p>The Clifford Chance partnership includes both equity and non-equity partners. Admission to the partnership follows a thorough evaluation of the business case as we assess the personal strengths for each candidate, and admittance to the partnership requires a vote of all partners. Partner pay is based on a modified lockstep structure reflecting the point of each partner in their practice, and against a framework of expectations and KPIs. The processes for agreeing partner pay are reviewed by the Partnership Council. Individual equity partner remuneration is shared with all partners.</p> <p>Clifford Chance continues to take steps to increase its public commitment to global social responsibility principles, including those pertaining to pay equity. The firm formally supports the Women's Empowerment Principles, the UN's Guiding Principles on Business and Human Rights, the UN's Standards of Conduct for Business for Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex (LGBTI) People; and we have signed a global partnership with The Women's Forum for the Economy &amp; Society (WEFCOS).</p> <p><a href="#">Our Commitments</a></p>



CORE OR EXPANDED METRIC	PILLAR & THEME	INFORMATION AND REFERENCES
Core	People: Dignity and Equality	<p><b>Wage Level (%)</b></p> <p>Clifford Chance is committed to paying all colleagues a living wage. As our pay is based on thorough and objective benchmarks and market insights from multiple external sources, our lowest compensation ranges are well above minimum wage including for entry level positions. Where this is within our sphere of influence, we also expect all of our suppliers to pay a living wage.</p>
Core	People: Dignity and Equality	<p><b>Risk for Incidents of Child, Forced or Compulsory Labour</b></p> <p>As a firm we have agreed to support and respect internationally recognised human rights, both as part of our commitment to the UN Global Compact and consistent with the UN Guiding Principles.</p> <p>Read more on Our Supplier Standards Site Modern Slavery Act Transparency Statement Read more about Our Policies</p>
Core	People: Health and Well-being	<p><b>Health and Safety (%)</b></p> <p>As a professional-services firm, the risks of work-related injury is low. We however support our people through employment benefits and wellbeing programmes designed to maintain the health, safety and physical and mental wellbeing of our people. For example, all offices provided financial and other support to enable our people to work safely from home during the pandemic, notably to ensure a healthy workstation set up with budget available for chairs, desks, screens, etc. We actively promote a wide range of resources to help our people in managing their mental wellbeing, including on-site psychologist support in our London office. The firm is a founding partner of the Global Business Collaboration (GBC) for Better Workplace Mental Health.</p> <p>Read more about the GBC</p>
Core	People: Skills for the Future	<p><b>Training Provided (#, \$)</b></p> <p>Lifelong learning is highly valued at Clifford Chance and is enshrined in our culture, with an emphasis on 'soft skills' – including managing wellbeing and resilience – as well as the development of business and technical capabilities.</p> <p>Clifford Chance Academy Data</p>

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Expanded	People: Dignity and Equality	<p><b>Freedom of Association and Collective Bargaining at Risk (%)</b></p> <p>All employees, in all of our offices, are free to join collective bargaining agreements but the specifics vary significantly from one office to the next, partly dependent on local employment legislation and general practice.</p> <p>As part of our assessment of the sustainability performance of suppliers, we measure what they're doing to monitor the percentage of their total workforce across all locations who are covered by formal collective agreements concerning working conditions and terms of employment, inclusive of wages, working hours, vacation days, etc. Independent verification of the documents provided by our suppliers is undertaken by EcoVadis ESG specialists. We expect all suppliers to comply with the applicable laws in the countries within which they operate.</p>
Expanded	People: Dignity and Equality	<p><b>Human Rights Review, Grievance Impact &amp; Modern Slavery (#, %)</b></p> <p>We acknowledge that slavery and human trafficking exist in many jurisdictions in which we operate, and from which we procure goods or services</p> <p>A member of the central procurement team is responsible for the development and oversight of third-party risk management processes, including due diligence, and, in conjunction with the central compliance team, seeks to educate those individuals who manage third-party relationships on the practical implementation of our Slavery and Human Trafficking Policy. Our overall objective is to establish and maintain relationships with our suppliers that will minimise the risk of slavery or human trafficking occurring within our supply chains. Our approach is guided by the UN Guiding Principles on Business and Human Rights.</p> <p>Our 'Human Rights &amp; Modern Slavery' Supplier Standard outlines what we expect from our suppliers.</p> <p><a href="#">Read more about Our Human Rights &amp; Modern Slavery Supplier Standard</a></p> <p><a href="#">Visit Our Supplier Standard Site</a></p>
Core	Prosperity: Employment and Wealth Generation	<p><b>Absolute Number and Rate of Employment</b></p> <p>In FY21 Clifford Chance hired 728 lawyers and business professionals globally.</p>
Core	Prosperity: Employment and Wealth Generation	<p><b>Economic Contribution</b></p> <p>In FY21 Clifford Chance recorded revenues of GBP 1,828 million.</p> <p><a href="#">Annual Review</a></p>



CORE OR EXPANDED METRIC	PILLAR & THEME	INFORMATION AND REFERENCES
Core	Prosperity: Innovation of Better Products and Services	<p><b>Total R&amp;D Expenses (\$)</b></p> <p>Innovation in the design, development and delivery of legal services is a core pillar of Clifford Chance's strategy. Beyond the development of new products or processes, it is integral to our knowledge and solutions delivery to clients. As such, we cannot accurately calculate the cost of our investment in R&amp;D.</p>
Core	Prosperity: Community and Social Vitality	<p><b>Total Tax Paid</b></p> <p>Total Tax Contribution for FY21 was GBP 619million.</p> <p>Annual Review</p>

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

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