

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

**INCLUSION REPORTING**

FY2021/22

THIS DOCUMENT INCLUDES:  
INCLUSION TARGETS AND PROGRESS FOR GENDER, ETHNICITY AND LGBT+  
GLOBAL GENDER STATISTICS  
GLOBAL ETHNICITY STATISTICS  
UK LGBT+ STATISTICS

# INCLUSION REPORTING

At Clifford Chance, inclusion is both a **core value** and a **business imperative**.



## Our Inclusion Strategy





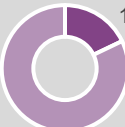

To help deliver on our inclusion strategy, **Change the Rules, Change the Culture, Change the Lived Experience**, the firm has developed a wide range of **tailored and targeted initiatives supported and informed by data**. In this document we set out key data points, in addition to our historic gender and ethnicity reporting.



## Our Inclusion Targets

In July 2020 we launched **ambitious regional and global inclusion targets** focused on gender, ethnicity and LGBT+. We are making progress in the right direction but to achieve our goals we will need **to accelerate the rate of change**.

# OUR INCLUSION TARGETS

Target	Progress FY22		Comment
<b>Gender</b>			
<b>Global target:</b> At least 40% female and at least 40% male global partners in the firm by 2030	<b>23.4%</b> female partners up 1.8% from 21.6% <b>76.6%</b> male partners down 1.8% from 78.4%	 23.4%	At a global level and across four of our regions, we've seen progress towards our gender targets. In 2022 we announced our largest ever number and percentage of new women partners constituting 41% women of the new partnership cohort.
<b>APAC target:</b> increase the proportion of female partners by 25% by 2025 (achieving 35.1% female partners) and by 60% by 2030 (achieving 45% female partners).	<b>30.4%</b> female partners up 1% from 29.4%	 30.4%	In APAC we have seen growth at partner level, but that rate will need to accelerate.
<b>Middle East target:</b> attain 12.5% female partners by 2025 and 25% by 2030	<b>5.3%</b> female partners down 0.6% from 5.9%	 5.3%	In the Middle East our figure fell by 0.6%, we will need to accelerate our inclusion strategy to set us on track to meet our goals.
<b>Americas target:</b> increase the proportion of female partners by 35% by 2025 (achieving 23.8% female partners) and 100% by 2030 (achieving 35.2% female partners)	<b>22.6%</b> female partners up 0.6% from 22%	 22.6%	In the Americas and Continental Europe regions, we've seen continued growth. Our current progress puts us on target to reach our 2025 goals but will need to accelerate progress to meet our 2030 goals.
<b>Continental Europe target:</b> increase the proportion of female partners by 35% by 2025 (achieving 20.8% female partners) and 100% by 2030 (achieving 30.8% female partners)	<b>17.9%</b> female partners up 0.8% from 17.1%	 17.9%	
<b>UK target:</b> increase the proportion of female partners by 25% by 2025 (achieving 30% female partners) and by 60% by 2030 (achieving 41% female partners)	<b>28.5%</b> female partners up 4.2% from 24.3%	 28.5%	In the UK we have seen significant growth, setting us on track to achieving our UK target.

# OUR INCLUSION TARGETS (CONTINUED)

Target	Progress FY22	Comment
<b>LGBT+</b>		
<b>UK partner</b> target of 5% by 2025	<b>5.4%</b> partners identified as LGBT+ in the UK	<p>We have exceeded our initial target set for 2025.</p>
<b>Global partner</b> target of 3% by 2025	up 2.1% from 3.3% <b>94.6%</b> non-LGBT+	
<b>Minority ethnicity</b>		
<b>Americas &amp; UK Targets*:</b>  15% of new partners by 2025  30% senior associates and business professionals (manager and above) by 2025	% of identified represented by ethnic minority  <b>US:</b>   Partners  Senior Associates  Business Professionals  <b>UK:</b>   Partners  Senior Associates  Business Professionals	<p>We achieved positive progress on our ethnicity partner targets this year, with 33% of new partners in the Americas and 25% in the UK. If this rate of increase is maintained in both regions, we will exceed our 2025 target.</p> <p>We've maintained a population level above our target of 30% for Senior Associates and Business Professionals in the US.</p> <p>We've seen increases towards our target for Senior Associates and Business Professionals in the UK and we will continue to implement initiatives based on our new research to progress the rate of change.</p>

\* We have ethnicity targets in the US and UK regions as these are currently the only regions where we collect data on ethnicity.  
INCLUSION REPORTING

## LOOKING AHEAD

We are encouraged by the direction of change since we set our targets in 2021.

We are maintaining our focus so we can accelerate progress towards our targets.

We will continue the design and implementation of new inclusion focussed initiatives, tracking their impact as they are embedded across the firm.

### PRIORITIES FOR FY23 INCLUDE:

1

#### Leadership roles and committees

Working across the firm to ensure our new structures and leadership roles and succession planning have an inclusion focus.

2

#### Inclusion and lateral recruitment

Ensuring that our inclusion values are embedded in our lateral hiring process. This has been supported by our new global recruitment lateral guidelines and the expansion of the Mansfield Rule, which has already had a positive influence in the US since we adopted it in 2017. We have also introduced the Mansfield Rule in the UK this year

3

#### Global People Strategy

The new strategy reflects inclusion as a core value of the firm and a range of new initiatives including our "Three conversations" initiative will help bring focus and delivery

Find out more about inclusion at Clifford Chance [here](#)





**GLOBAL GENDER STATISTICS**



# GLOBAL GENDER STATISTICS

## ALL REGIONS

	2022	2021	2020	2019	2018	2017
<b>All Partners</b>						
Females	140	125	123	116	104	105
Males	459	455	473	470	472	472
% Female	23.4%	21.6%	20.6%	19.8%	18.1%	18.2%
% Male	76.6%	78.4%	79.4%	80.2%	81.9%	81.8%
<b>Equity Partners</b>						
% Female	19.4%	18.2%	17.1%	17.0%	15.9%	14.9%
% Male	80.6%	81.8%	82.9%	83.0%	84.1%	85.1%
<b>Non-Equity Partners</b>						
% Female	32.1%	28.8%	28.5%	26.1%	23.1%	25.7%
% Male	67.9%	71.2%	71.5%	73.9%	76.9%	74.3%
<b>Lawyers</b>						
Females	1,399	1,308	1,294	1,254	1,119	1,177
Males	1,241	1,196	1,265	1,294	1,231	1,250
%Female	53.0%	52.2%	50.6%	49.2%	47.6%	48.5%
% Male	<b>47.0%</b>	47.8%	49.4%	50.8%	52.4%	51.5%
<b>Business Professionals</b>						
Females	2,352	2,381	2,468	2,638	2,241	2,115
Males	1,217	1,189	1,188	1,606	1,097	1,027
%Female	65.9%	66.7%	67.5%	62.2%	67.1%	67.3%
% Male	<b>34.1%</b>	33.3%	32.5%	37.8%	32.9%	32.7%

### Data as of May 2022

- The figures are based on headcount numbers: 2022, 2021, 2020 and 2019 figures show combined On and Off headcount data. Excluded are Outsourced, Freelancers, Agency Temps, Work Experience, Consultants, Retired Partner Consultants
- For more information on our offices and locations, [visit our website](#).
- We have included an Equity/Non-Equity partner split for All Regions. Due to policy, we do not disclose this data on local or regional level.
- 'Lawyers are made up of Counsel, Senior Associates, Associates and Trainees. Excludes partners.
- 'Business Professionals' includes a range of roles and seniority within our business service functions across our Coordinator/Assistant; Manager; Executive Manager; Director and Executive Director career bands.

# AMERICAS GENDER STATISTICS

## AMERICAS

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Females	19	18	15	12	9	9
Males	65	64	69	63	63	65
%Female	22.6%	22.0%	17.9%	16.0%	12.5%	12.2%
<b>Lawyers</b>						
Females	131	111	106	96	80	87
Males	110	103	121	116	116	108
%Female	54.4%	51.9%	46.7%	45.3%	40.8%	44.6%
<b>Business Professionals</b>						
Females	149	151	163	210	154	148
Males	83	77	84	154	93	90
%Female	64.2%	66.2%	66.0%	57.7%	62.3%	62.2%

Data as of May 2022



# ASIA PACIFIC GENDER STATISTICS

## ASIA PACIFIC

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Females	28	25	27	29	26	30
Males	64	60	69	68	67	66
%Female	30.4%	29.4%	28.1%	29.9%	28.0%	31.3%
<b>Lawyers</b>						
Females	236	222	219	233	221	234
Males	194	188	200	203	207	209
%Female	54.9%	54.1%	52.3%	53.4%	51.6%	52.8%
<b>Business Professionals</b>						
Females	372	362	386	437	397	374
Males	83	93	85	130	87	80
%Female	81.8%	79.6%	82.0%	77.1%	82.0%	82.4%

Data as of May 2022

# CONTINENTAL EUROPE GENDER STATISTICS

## CONTINENTAL EUROPE

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Females	39	36	33	31	30	29
Males	179	175	181	187	184	181
%Female	17.9%	17.1	15.4%	14.2%	14.0%	13.8%
<b>Lawyers</b>						
Females	526	515	522	487	435	442
Males	531	509	539	558	520	535
%Female	49.8%	50.3%	49.2%	46.6%	45.5%	45.2%
<b>Business Professionals</b>						
Females	778	844	902	897	806	811
Males	249	266	276	296	242	252
%Female	75.8%	76.0%	76.6%	75.2%	76.9%	76.3%

Data as of May 2022

# MIDDLE EAST GENDER STATISTICS

## MIDDLE EAST

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Females	1	1	1	1	1	1
Males	18	16	17	18	18	17
%Female	5.3%	5.9%	5.6%	5.3%	5.3%	5.6%
<b>Lawyers</b>						
Females	38	25	27	28	25	26
Males	43	40	38	48	48	45
%Female	46.9%	38.5%	41.5%	36.8%	34.2%	36.6%
<b>Business Professionals</b>						
Females	33	35	35	32	33	33
Males	14	14	15	20	14	15
%Female	70.2%	71.4%	70.0%	61.5%	70.2%	68.8%

Data as of May 2022

# UK GENDER STATISTICS

## UK

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Females	53	45	47	43	38	36
Males	133	140	137	134	140	143
%Female	28.5%	24.3%	25.5%	24.3%	21.3%	20.1%
<b>Lawyers</b>						
Females	468	435	420	410	358	388
Males	363	356	367	369	340	353
%Female	56.3%	55.0%	53.4%	52.6%	51.3%	52.4%
<b>Business Professionals</b>						
Females	716	725	774	886	666	621
Males	326	338	362	652	351	309
%Female	68.7%	68.2%	68.1%	57.6%	65.5%	66.8%

Data as of May 2022

# INDIA GENDER STATISTICS

## INDIA

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Females		0	0	0	0	0
Males		0	0	0	0	0
%Female			0.0%	0.0%	0.0%	0.0%
<b>Lawyers</b>						
Females		0	0	0	0	0
Males		0	0	0	0	0
%Female			0.0%	0.0%	0.0%	0.0%
<b>Business Professionals</b>						
Females	304	264	208	176	147	128
Males	462	401	366	354	294	281
%Female	39.7%	39.7%	36.2%	33.2%	33.3%	31.3%

Data as of May 2022



**ETHNICITY STATISTICS FOR US AND UK**





# ETHNICITY STATISTICS

## US

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Ethnic Minority	7	8	7	3	5	5
Non-Ethnic Minority	65	64	66	50	61	61
Not Identified	9	9	10	22	5	7
<b>Total</b>	<b>81</b>	<b>81</b>	<b>83</b>	<b>75</b>	<b>71</b>	<b>73</b>
Percentage of identified represented by ethnic minority	9.7%	11.1%	9.6%	5.7%	7%	7.6%
<b>Lawyers</b>						
Ethnic Minority	81	75	76	17	65	59
Non-Ethnic Minority	118	110	126	38	120	120
Not Identified	36	20	15	154	5	7
<b>Total</b>	<b>235</b>	<b>205</b>	<b>217</b>	<b>209</b>	<b>190</b>	<b>186</b>
Percentage of identified represented by ethnic minority	40.7%	40.5%	37.6%	30.9%	34%	33.0%
<b>Business Professionals</b>						
Ethnic Minority	102	113	113	78	117	103
Non-Ethnic Minority	92	89	102	66	102	90
Not Identified	29	26	24	213	20	22
<b>Total</b>	<b>223</b>	<b>228</b>	<b>239</b>	<b>357</b>	<b>239</b>	<b>215</b>
Percentage of identified represented by ethnic minority	52.6%	55.9%	52.6%	54.2%	49%	53.4%

Data as of May 2022

\*Ethnic minority means: American Indian/Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian/Pacific Islander, Two or more races, Other [definitions influenced by US-specific legislative diversity definitions].

\*\*Lawyers are made up of Counsel, Senior Associates, Associates, and Trainees. Excludes partners.

The figures are based on headcount numbers. 2022, 2021, 2020 and 2019 figures show On and Off headcount data. Excluded are Outsourced, Freelancers, Agency temps, Work Experience, Consultants, Retired Partner Consultants.

Our reporting must comply with local legislation (for example, data protection), custom and practice, and accordingly we report only those regions where ethnicity is capable of this compilation and aggregation.

For more information on our offices and locations, [visit our website](#).

# ETHNICITY STATISTICS

## UK

	2022	2021	2020	2019	2018	2017
<b>Partners</b>						
Ethnic Minority	17	18	13	12	13	8
Non-Ethnic Minority	153	158	158	150	148	148
Not Identified	16	9	13	15	17	23
<b>Total</b>	<b>186</b>	<b>185</b>	<b>184</b>	<b>177</b>	<b>178</b>	<b>179</b>
Percentage of identified represented by ethnic minority	10.0%	10.2%	7.6%	7.4%	7.3%	5.1%
<b>Lawyers</b>						
Ethnic Minority	225	211	199	161	171	178
Non-Ethnic Minority	455	481	452	422	391	426
Not Identified	151	99	136	196	136	137
<b>Total</b>	<b>831</b>	<b>791</b>	<b>787</b>	<b>779</b>	<b>698</b>	<b>741</b>
Percentage of identified represented by ethnic minority	33.1%	30.5%	30.6%	27.6%	24.5%	29.5%
<b>Business Professionals</b>						
Ethnic Minority	173	170	179	149	126	121
Non-Ethnic Minority	719	741	790	706	646	607
Not Identified	150	152	167	683	245	202
<b>Total</b>	<b>1,042</b>	<b>1,063</b>	<b>1,136</b>	<b>1,538</b>	<b>1,017</b>	<b>930</b>
Percentage of identified represented by ethnic minority	19.4%	18.7%	18.5%	17.4%	12.4%	16.6%

Data as of May 2022

\*Ethnic minority means: Black or Black British, Asian or British Asian, Chinese, Other ethnic group, Mixed (definitions influenced by UK-specific legislative diversity definitions).

\*\*'Lawyers' includes Counsel, Associate/Assistant and all equivalents (covering Lawyer levels 1 – 4) and Trainees and equivalents. Excludes partners.

\*\*\*'Business Professionals' includes a range of roles and seniorities across all of our business service functions including Secretaries, Legal Support, Operations, Finance, HR and IT.

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Our UK offices are: London and Newcastle. For more information on our offices and locations, [visit our website](#).



**UK LGBT+ STATISTICS FOR UK**



# LGBT+ STATISTICS

## UK

UK		
2022	LGBT+	Non LGBT+
Partners	5.16%	94.84%
Lawyers	11.62%	88.38%
Business Professionals	6.39%	93.61%
<b>Grand total</b>	<b>8.39%</b>	<b>91.61%</b>

\* 'Business Professionals' includes a range of roles and seniorities across all of our business service functions including Secretaries, Legal Support, Operations, Finance, HR and IT.

\*\* 'Lawyers' includes Counsel, Associate/Assistant and all equivalents (covering Lawyer levels 1 – 4) and Trainees and equivalents. Excludes partners.

The figures are based on headcount numbers. 2022 figures show On and Off headcount data. Excluded are Outsourced, Freelancers, Agency temps, Work Experience, Consultants, Retired Partner Consultants.

Our UK offices are: London and Newcastle. For more information on our offices and locations, [visit our website](#)

# WHY CLIFFORD CHANCE

## OUR INTERNATIONAL NETWORK

# 31 OFFICES

# 21 COUNTRIES

ABU DHABI

CASABLANCA

ISTANBUL

NEWCASTLE

SÃO PAULO

WASHINGTON, D.C.

AMSTERDAM

DELHI

LONDON

NEW YORK

SHANGHAI

BARCELONA

DUBAI

LUXEMBOURG

PARIS

SINGAPORE

KYIV<sup>1</sup>

BEIJING

DÜSSELDORF

MADRID

PERTH

SYDNEY

RIYADH<sup>2</sup>

BRUSSELS

FRANKFURT

MILAN

PRAGUE

TOKYO

BUCHAREST

HONG KONG

MUNICH

ROME

WARSAW

1. Clifford Chance has a best friends relationship with Redcliffe Partners in Ukraine.

2. Clifford Chance has a co-operation agreement with Abuhimed Alsheikh Alhagbani Law Firm in Riyadh.



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

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