



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

A responsible business

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### Shapla Primary School, London

Shapla Primary School was established in 1987. Most of the children attending are from ethnic minorities, mainly Bangladeshi, and the majority of children have English as a second language.

Shapla and the firm link up in a number of ways. Since 1995, working with the Tower Hamlets Education Business Partnership (EBP), the firm has participated in the Reading Partners Programme.

More than 90 volunteers visit the school each week, reading with the same child for 30 minutes at a time. Building upon the success of the reading partnership, the numeracy scheme began in 1999 to encourage the children to be at ease with numbers.

Recently, the Clifford Chance Foundation donated £20,000 to the school to help with the refurbishment of a new community room for use by the school, by parents and by local community groups.

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Our vision

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

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

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

Firm overview

3,400

lawyers\*

6,200

colleagues\*

36

offices in 26 countries

No.1

in Chambers  
Global Top 30

37

clients worked with us in  
20 or more offices

£1,350m

in annual  
revenues

\* Financial year 2014/15 and on an FTE basis

Senior and managing  
partners' introduction

# Building a sustainable, forward-looking business

Clifford Chance has been reporting each year on its corporate responsibility (CR) programme since 2008. Managing partner Matthew Layton and senior partner Malcolm Sweeting explain why the focus on these issues is keener than ever and why it remains central to what we do.



### Why is CR important to the firm?

**Matthew:** Historically, law firms have always had a strong commitment to involvement in the community, particularly through pro bono legal support, and many lawyers come into the profession with the expectation that their workplace will give them an opportunity to work in their communities in this way.

As a leading global organisation with an international footprint, we are passionate about our corporate social responsibilities. Increasingly, clients are looking to us to go further and to think about these concerns in more sophisticated ways. To be the law firm of choice to the world's leading businesses these issues must be demonstrably integrated into every aspect of how we operate as a commercial organisation and as a professional adviser.

**Malcolm:** Demonstrating that we are able to appreciate, and take a positive and proactive approach, to those concerns that are important to our clients, our employees, our suppliers and partners ultimately provides us with our 'licence to operate'. Civil society, business and government expect much more from organisations like ours than they did in the past. Rightly so, as we and our people are in a position to make an important contribution. In tandem with those increased expectations comes greater scrutiny, and that too requires us to look more thoroughly at how we function as a business.

### You have been looking at our 'material' issues. What does this mean for Clifford Chance and why is it important?

**Matthew:** When we talk about materiality we are talking about the issues that are most important to our stakeholders, those where we can have the greatest impact and issues that have the greatest impact on the firm. Insights from our materiality assessment conducted last year are

enabling us to take a fresh look at how we operate in the context of being a responsible business. The results are challenging our assumptions about what the most important issues are and getting us to reconsider our priorities.

**Malcolm:** The materiality assessment has been an invaluable listening exercise. As Matthew says, it has allowed us look again at our commitments to people, community and environment in the context of the priorities of our leading stakeholders. It's important that we continue to check on a regular basis that we are focusing on the right issues and concentrating our efforts where we can have the greatest impact.

### Do you see our CR agenda changing as a result of this process?

**Malcolm:** At this stage, I wouldn't want to second guess the outcomes. However, what is clear is that issues such as ethics, regulatory compliance, information security and risk management are high on the agenda. We already take a robust, forward-thinking approach to these subjects but that doesn't mean that there's not more we can do.

**Matthew:** Our stakeholders are looking to us to take the lead on a range of issues and to demonstrate our commitment to responsible business. Meeting that expectation will challenge us to ensure that our approach is fully embedded into every aspect of the firm from how we operate to how we service clients. When we approach these issues, we need to wear two hats: as part of the leadership group of a law firm that wants to grow and continue to be successful around the world, and as managers of a responsible business with an important role in wider society. Fortunately these different roles are not inimical to each other, and there is a close connection between what we do as a law firm and our broader commitments.

### Can you say more about how our commercial role and our CR role fit together?

**Matthew:** Firstly, I would say that people choose to work with organisations that share their values and that have a positive reputation – whether that's recruits or clients. Secondly, we want to build a forward-looking business that is sustainable over the long term.

As with every other part of our business, this means considering where we direct our investment; ensuring that we're identifying and building talent, that we create resilience in our people and our operations, and that we have strong roots in our local communities – these are all critical to sustainability.

Sometimes, these connections are very obvious. For example, when we enter a new market, engaging with the local community through pro bono or volunteering is often an important part of what we do. This is not just about doing 'good'. It's about gaining a better understanding of the local legal and business environment, deepening relationships with key players in the market, demonstrating our commitment, or even helping to support the development of the profession. In these ways we create long-term professional and commercial benefits.

**Malcolm:** Increasingly the focus of our CR programmes will be on making investments that have impact over a much longer term.

This means we will need to be more nuanced and sophisticated in our approach. But by being an actor in the development of the faster growing economies and supporting the growth of their legal infrastructure as well, we will find common cause with our clients and create a virtuous circle.

■ ■ Senior partner Malcolm Sweeting (left)  
■ ■ and managing partner Matthew Layton

65,293

hours of training investment

59,793

hours invested in pro bono and volunteering work

34

offices recycled at least 50% of paper waste

# More sophisticated and strategic

While our core areas of activity – people, community and environment – have remained the same since we launched our CR programme in 2008, our approach and our thinking continue to evolve with an increasing focus on ‘outcomes’.

When Clifford Chance launched its global CR programme in 2008 the aim was to bring together the numerous initiatives undertaken by our local offices and align them to three distinct areas of focus: people, community and environment.

That ambition has been largely realised. At an employee and an organisation level, CR is often integral to how we think and act.

For example, participation in community and pro bono work forms part of the annual appraisal process and large numbers of colleagues across the firm, lawyers and those working in business services roles, regularly commit time and expertise to

support the firm's pro bono and community outreach projects.

At local and global levels there are programmes to support our aims of widening access to justice, finance and education. And the Clifford Chance Foundation funds charitable organisations locally and globally that promote these goals.

The firm is committed to increasing the diversity of the people we recruit; we believe that putting programmes in place to attract people with the broadest range of ideas and backgrounds and creating an inclusive culture will benefit our clients and our long-term future as a firm. We have also set

targets for reducing the environmental footprint of our 36 offices in 26 countries.

In 2009, we became one of the few law firm signatories to the UN Global Compact. This commitment has shaped our thinking and required us to be a great deal more sophisticated about measuring and reporting our progress against the Ten Principles enshrined in the Global Compact (page 31). And in 2011 we signalled our support for the UN's Guiding Principles on Business and Human Rights and then launched our own human rights policy (see page 30).

## Our CR journey Milestones and achievements

### Pre-2006

We have a long history of active participation in our wider communities, including direct involvement and in-kind support.

### 2006

In 2006, we formally stated our commitment to CR and set the aim of formalising our CR strategy.

### 2007 ▼

Our global LGBT+ network was established in London.



### ◀ 2008

We set our very first CR targets which created the structure for our first CR report. The global CR Committee was formed to lead decisions around our CR strategy and the Clifford Chance Foundation was created.

### 2009 ▶

We became a participant in the UN Global Compact, agreeing to support and uphold the Ten Principles it enshrines.

How we approach CR has evolved over the years. For instance, instead of having ‘big pockets’ of activity in our larger offices, more colleagues in more offices are now participating. But we continue to be focused on creating the right opportunities to keep our contribution level high, thereby making sure our numbers are not just being driven by a small group of individuals in one practice area or one office, but by everybody across the firm getting involved.

We have also become much more strategic in our thinking. There is a much sharper emphasis today on outcome rather than output, or, put another way, on achieving, not simply doing. Take, for example, the development of strategic relationships with our NGO clients. By partnering with a group of NGOs at a global level rather than supporting lots of organisations at a local level, we feel that the strengths of the firm – our broad expertise and international footprint – can deliver the greatest positive impact.

Our annual CR report acts as a mirror reflecting the progress we have made as a firm against our key corporate responsibility commitments.

“ Transparency is important internally as well as externally because it shows we are taking these issues seriously.”

We have been open in terms of publishing our targets and transparent when we fall short of those standards. If you look at, for instance, our ambition of having at least 30% female partners across the firm, we have made good progress in some jurisdictions, but it is by no means as fast as we would have liked in others.

This transparency is important internally as well as externally because it shows we are taking these issues seriously. By publishing our record on people, community and environment issues, we also keep our leadership focused on the commitments we have made and create accountability.

We now feel the time is right to review our CR programme. Last year, we launched a stakeholder exercise to consider our ‘material’ issues. The aim was to gain a better understanding of the issues most important to the firm, to our stakeholders and where we can have the greatest impact.

This exercise is ongoing. We are still gathering information and developing our thinking on how what we have learned so far can be integrated with future programmes of activity.

The value of the exercise has already been considerable. It has allowed us to enter into a dialogue with the firm’s internal decision makers, with our people around the world, with clients and with important NGO partners about what really matters. It has challenged some of our existing thinking, inspired new ideas and strengthened relationships. It has also created a real energy around the CR agenda in the firm.

While we might not yet have all the answers, with the launch this year of a new vision and strategy for the firm, this stakeholder dialogue has been invaluable in helping us to evaluate how we can sustainably integrate our responsibilities with the firm’s overall ambitions and commercial goals.



### 2010

Our programme of regular CR events serves as a platform to gain feedback from all stakeholders. Our internal communications survey in 2010 was the first to include questions around our CR work. The firm’s Access to Justice Award was also launched.

### 2012

The first of our global pro bono clients were selected as part of our more formalised, structured approach to providing support to NGOs.

### 2013

Five years after we took a more strategic view of our corporate responsibilities, we reviewed and reported on our progress and set ourselves new targets.

### 2014

Our human rights policy was established and we began to integrate this into our operations.

### 2015/16

Given the firm’s new leadership structure and strategy, we decided that now was a good time to review our CR strategy. We are in the process of a materiality assessment to find out from our key stakeholders what they view as most important.

# Building a complete picture of our most important issues

We recognise that the world is moving incredibly quickly. All organisations are grappling with hugely challenging and increasingly complex issues, such as data security, reputational risk, regulatory compliance, the competition for talent, and resource scarcity – to name only a few.

It is important we understand what the changes in the world around us mean for our firm; how they affect what our many stakeholders expect from us as an organisation; and our need to change how we operate as a result.

Our efforts to understand better those issues that are most material to Clifford Chance's future as a responsible business are part of this broader process of review and analysis, and reflect the work that we have been doing this year to re-evaluate the firm's long-term vision and strategy. Ultimately, we want to ensure that the focus of our CR programme continues to be aligned with, and supports, the firm's business strategy.

We went into our materiality assessment process with an open mind and without preconceptions. The purpose was to

listen, to be curious, to challenge our own assumptions and to discover how we can do more to better meet the needs of our stakeholders.

### Building a complete picture

Our priority throughout has been to evolve our understanding of what it is to be a responsible global law firm, informed by extensive dialogue with key stakeholders.

The process began first inside the firm late in 2014 with a series of extensive qualitative interviews with senior leaders from across the firm.

Using insights from these discussions, we ran focus groups in London, New York, Amsterdam, Dubai and Hong Kong with a wide cross-section of our people. Using in-depth questioning, we asked what issues those taking part considered most relevant

to the way we operate and what the impact would be on the firm were we to ignore them.

Next, we conducted a survey with some 40 of our NGO partners to understand what mattered most to them. We followed this up with a workshop in London where we were joined by 13 of our NGO partners to dig beneath the data, so we could really learn more about their expectations of the firm and of our relationship with them.

In tandem with our internal and NGO conversations, we have held a series of discussions with clients from a variety of sectors trying to understand what corporate responsibility means for these organisations and their expectations of their professional advisers. These discussions – which are ongoing – are critical in refining our thinking.

# 6

internal focus groups

# 40

NGO respondents

# 21

interviews with internal senior leaders

“ It makes a massive difference for us to be able to draw on pro bono support from across the firm’s global network of offices.”

NGO client



Our NGO partners at the materiality workshop in London



## Materiality assessment

continued

Once we have finalised these discussions, we will be reviewing all the input we have received in the light of the firm's new vision and strategy.

We believe that our commitment to being a responsible business will be most effective when it is fully integrated with our business and aligned with our strategic and commercial aspirations, as well as the values that guide our firm.

### Identifying our most important issues

The feedback from our internal and external stakeholders presents us with a range of perspectives reflecting different geographies, cultures, demographic groups and seniority. We expect to complete our discussion and analysis of input before the end of 2015, with a view to refining our current CR programme ahead of our next CR report. The clear common themes that have emerged so far from our discussions are set out below.

### How we manage our business and our client relationships

Across respondent groups, taking an enlightened, informed and responsible approach to how we run the firm and how we look after our clients is critical. A commitment to observing the spirit, not just the letter, of the law, to ethical operations, to high levels of regulatory compliance, along with a proactive approach to information security and risk management are all considered essential. All stakeholders put quality of service and effective client relationship management at the very heart of what responsibility means for Clifford Chance.

### Supporting our people

Those areas already at the heart of our CR strategy – inclusion and diversity (especially gender balance), and learning and development – are judged to be salient issues by all our stakeholders. However, our own people also noted employee wellbeing as a significant responsibility, potentially reflecting the challenge of finding balance in an 'always on', technology-enabled culture.

### Working with our communities

Our readiness and ability to contribute our time, energy, expertise and financial resources in support of our local and global communities was widely cited in discussions. External respondents highlight that our breadth of knowledge and experience means we are able to deliver something of real value – whether to complex NGOs or individuals in need – in a way that few other organisations can. They challenge us to think about how we can deploy our capabilities to maximum benefit.

### Safeguarding the environment

As a global organisation and a leader in our sector, there was a uniform expectation that we should set ourselves – and rigorously meet – high standards for managing our environmental impact. But there was also a recognition that, given we are an office-based business, our ability to have a positive impact in this area is less than in some of the others identified.

“ Wellbeing shouldn't just be 'is there a helpline for someone in a crisis?' It should be about making sure people don't get to that stage.”

Internal interviewee

“ We are not a big polluter, but reducing travel is as much about doing business more efficiently and reducing costs. You can do business faster remotely with the right technology.”

Internal interviewee

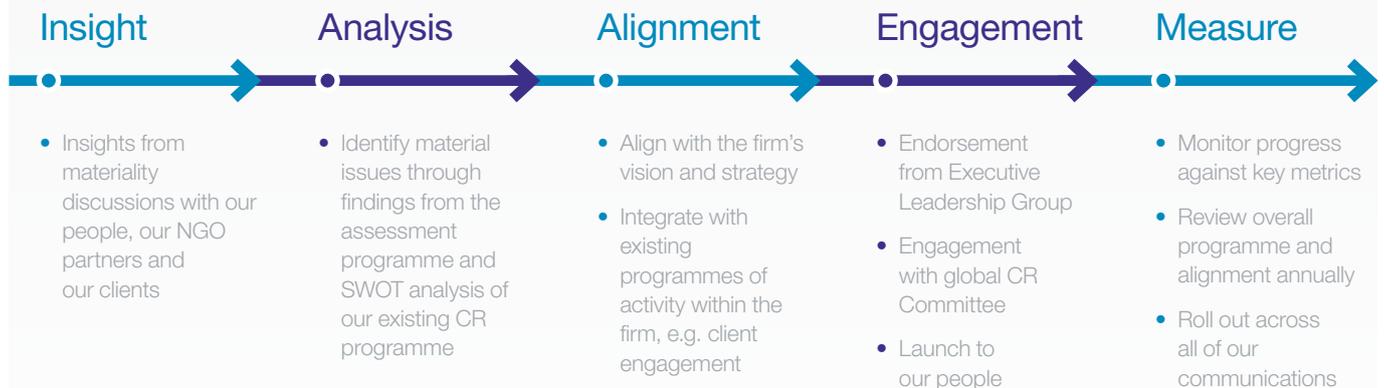
## From dialogue to delivery

### Managing our CR programme

The firm has begun a series of conversations with internal and external stakeholders to understand the issues that are most important to them.

These ‘materiality’ assessments are allowing us to build a complete picture of our CR priorities, which will then be reviewed by the firm’s senior leadership team to ensure consistency with our strategic plan.

The engagement of our people is vital to the success of the future CR programme. All activities are checked and progress is measured annually.



# Global snapshot

- Global offices
- People
- Community
- Environment



## Disaster relief

Location: Africa, Iraq, Nepal

Our global pro bono partner Save the Children works to help children across the globe by providing medical supplies, food and education. This year, appeals in our offices and donations from the Clifford Chance Foundation have raised more than £38,500 to help Save the Children support those affected by the conflict in Iraq, the Nepal earthquake and the Ebola outbreak in West Africa.



### 4 Norte Joven

Location: Barcelona, Madrid

Education offers huge benefits to individuals and society. Spanish-based Asociación Norte Joven works to assist with the labour and social insertion of young people who have experienced social and financial disadvantage and who have left the education system. Over the past four years, more than 100 Clifford Chance volunteers have helped 42 young people by participating in Norte Joven's mock employment interviews and, in doing so, improved their job prospects, developing their business skills and encouraging their self-confidence.

### 5 Energy for Old Fadama

Location: Ghana

The Old Fadama slum in Ghana houses a strong and hard-working community, whose quality of life is hampered by its lack of power. The African Solar Cooperative seeks to provide urban slum communities with access to renewable energy, promote economic independence and improve educational standards and accessibility to learning. We've been providing the Cooperative with essential legal and commercial assistance for two years, with around 4,500 people benefiting from the project to date.



2

## Médecins Sans Frontières



Location: Brussels

Médecins Sans Frontières (MSF) is an international, independent, medical humanitarian organisation that delivers emergency aid to people in need. For two years, our Brussels office has been providing pro bono legal support to MSF on Belgian business law issues as well as strategic advice on litigation, real estate, tax and employment issues through our international network.

3

## Orbis



Location: Guangdong, Shaanxi and Yunnan Provinces, China and Singapore

For many people around the world, blindness can lead to a life of poverty. Our global pro bono partner, Orbis, works to treat and prevent blindness. Last year, the Foundation donated \$60,000 to a project aimed at providing sight testing and glasses to children in 100 primary schools in China. It is hoped the project will improve eye health and educational performance. Our lawyers also provided pro bono support to Orbis around tax and litigation, and on the opening of their Singapore office.

6

## Lynx UK Trust

Location: UK

More than 1,300 years ago the lynx wildcat was hunted to extinction in the UK, leaving an important ecological role unfilled. We are working with Lynx UK Trust on its plan to trial-release a few cats back into the wild, with the aim of a full reintroduction within five years. Our lawyers have been advising on the licence application for the release, as well as novel and complex issues of national and international law.

7

## Arcus art exhibition

Location: Amsterdam, Hong Kong, London, New York

This year, our global LGBT+ network, Arcus, launched its 8th annual Pride Art Exhibition with work from LGBT+ artists who came to prominence in the 1970s and 80s. Exhibitions were launched in London and New York and, for the first time, in Amsterdam and Hong Kong, in front of many clients and guests.



# People

## We empower our people to deliver their best for our clients.

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### Employee wellbeing

To ensure we provide the very best service to our clients we need to give our people the support they need. Understanding the impact that mental ill-health can have on an individual and the associated stigma which prevents people from seeking help, we wanted to develop a more coherent strategy around building resilience.

Our Performance Optimisation Programme, launched in London in 2014, helps to improve resilience among trainees and associates, and our Resilience & Wellbeing series of events are open to both lawyers and business services colleagues. These initiatives are helping raise awareness around mental health issues, building practical skills and improving the support available to our people.

Building resilience is one of the many ways we ensure we have the best team possible. From the recruitment process through to partnership, we have programmes and initiatives that ensure we provide our clients with a diverse team of highly talented, business-minded people. And we don't stop at our own people. From collaborations with clients on continuous improvement projects to school educational days, we share our expertise and knowledge to help others excel.

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1,551

classroom courses



4,141

Clifford Chance Academy participants



- ■ Nutritionist Mark Henderson talks to colleagues
- ■ at one of our 'Resilience and Wellbeing' events



# People

## Creating a winning team

The firm's strategy emphasises the importance of creating a winning team that is constantly looking to deliver the very highest levels of service to our clients.

Creating the 'best team' means attracting and retaining the best talent, fostering a learning culture and a 'growth mindset' so individuals are continuously challenging themselves to improve what they do for our clients. It means creating a truly inclusive working environment that brings together all that's best in the firm. And it means equipping our people to be more resilient, to improve levels of wellbeing, and constructively addressing issues of mental health and work-life balance.

"The single thing that differentiates one firm from another is people," says Laura King, partner and global head of people and talent.

"The firm that best appreciates what the client wants, what is driving them, what is of greatest concern to them, and can then show they understand and care about those issues and can service those needs, will be successful."

The firm is focused on making the most of the diversity that exists in the organisation – of course, in terms of race, gender, ethnicity, sexual orientation and socio-economic mix – but also in the wider sense of welcoming people with the broadest possible range of experiences, ideas and ways of approaching different issues and problems. Harnessing the diversity of more than 6,000 people – lawyers and those in business services roles – means we can deliver to clients in a truly differentiated way.

Our people strategy also focuses on developing a strong learning and development culture. A wide range of

classroom-based and online training for lawyers and business services people is offered via the Clifford Chance Academy. In June this year, we announced the launch of a learning hub in Singapore for colleagues based in the Asia Pacific region.

As well as building the technical skills of our people, the Academy, through new and refreshed content grouped into different 'schools', provides training that is helping to deepen client understanding, foster best team behaviours and promote increased commercial awareness. From induction, through ongoing development and classroom learning, we are integrating these themes into the career journeys of all our people.

For this learning to flourish there needs to be a 'growth mindset' adopted by the firm and by individuals. For the firm this means a willingness to embrace innovation – Clifford Chance has appointed Bas Boris Visser as partner for global innovation and business change – and develop smarter ways of working, to impartially scrutinise what we do, and to challenge practices that do not add value to client service.

Meanwhile, individuals in Clifford Chance are encouraged to seek out opportunities to develop their capabilities, use each experience to grow their understanding of the importance of client service, and, above all, to ask: 'How can I personally deliver a better result for the client?'

By supporting colleagues through a range of formal and informal learning opportunities and helping them to fully understand the role they can play in making the firm successful, we will realise our vision of making Clifford Chance the law firm of choice for the world's leading businesses of today and tomorrow.

“The single thing that differentiates one firm from another is people.”

Laura King

1,100

people trained in Continuous Improvement to date

36,390

online training hours

4.7

average course satisfaction score out of 5

## Client interview:

# Promoting aspiration

Shamir Malviya, Managing Director and Associate General Counsel at Bank of America Merrill Lynch

Laura King, partner and global head of people and talent at Clifford Chance talks to Shamir Malviya about a panel he recently joined at a Clifford Chance-hosted visit by 155 students from Brampton Manor Academy school in London.

Half the Academy's students qualify for free school meals and more than 80% come from minority ethnic communities.

The event aimed to build connections with the business community and to talk to the 15 and 16-year-olds about Law as a possible career.

Laura, who is also a trustee of the Academy, and Shamir discuss the value of such events.

Laura: Why in your view is social mobility so important?

Shamir: As a firm, Bank of America Merrill Lynch views social mobility as a key facet of social diversity and inclusion. The bank has many social mobility programmes enabling high-performing students to make valuable

career choices and to gain direction from others from similar backgrounds to show that one's background is no impediment to having a successful career.

Laura: What benefits does broadening educational access bring to a business?

Shamir: The financial services industry thrives on ingenuity, innovation and coming up with new ideas, and that comes from having people from different backgrounds with varying points of view and ways of thinking.

I benefited from this inclusive approach. I came from a state school and was the first generation in my family to be born in the UK and go to university. The message to me has always been 'If you are you talented and determined you will succeed'.

The bank views diversity in the workplace as a huge advantage in meeting the needs of our diverse range of clients.

Laura: Why are opportunities like the panel presentation important for students?

Shamir: Some of the questions we had from students, and the feedback from teachers show how hard it is in certain communities to banish those thoughts that say 'I shouldn't aspire to certain careers'.

Events such as this are a good way for the students to hear from people from a range of professions and backgrounds so they can start to understand what is possible. I would encourage students to make the most of these opportunities.

Laura: Your appearance was really well received by the students. What tips would you give to other people when sharing their experiences?

Shamir: The most important thing is to show that you are a normal person and explain that what you do is achievable with the right attitude.

Honesty is also important. You should not hide the fact that working for a pre-eminent institution like Clifford Chance or Bank of America Merrill Lynch is hard work and requires dedication, but it is achievable. And be up front and explain that there are lots of different ways to succeed.

Laura: How important is it that your relationship partners engage with these kind of events and are aligned to the bank's values?

Shamir: In the legal department at Bank of America Merrill Lynch we have made a concerted effort to partner with our key relationship firms like Clifford Chance to give students the broadest possible perspective of how to access the legal profession. So it is key that we have a similar ethos and share common values.

Once you get to a particular point in your career and achieve a certain level of success I think we all have a responsibility to give direction to the younger generation. Part of showing we are normal people means taking time out from our jobs to give back to the community.



## Gender balance – firm-wide data

% Female	2015	2014
<b>Partners</b>	<b>17.0%</b>	16.9%
<b>Other fee earners</b>	<b>47.1%</b>	47.2%
<b>Business services</b>	<b>67.7%</b>	67.6%

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

## Ethnic minorities

	2015	2014
<b>Partners*</b>		
– New York/Washington, DC	<b>5.0%</b>	5.5%
– London	<b>5.3%</b>	5.6%
<b>Other fee earners*</b>		
– New York/Washington, DC	<b>31.1%</b>	29.9%
– London	<b>26.2%</b>	24.0%
<b>Business services*</b>		
– New York/Washington, DC	<b>49.1%</b>	52.2%
– London	<b>16.7%</b>	17.1%

\* Self-reporting as ethnic minority



## A supportive culture

**Hein Tonnaer**  
Partner, Amsterdam

Aside from fielding the best hockey team in Amsterdam, Clifford Chance offered the training, support and teamwork partner Hein Tonnaer felt critical to his legal career.

“The fact that Clifford Chance was different to the more traditional Dutch law firms with its team spirit and clear, international strategy made me want to join in 2001,” explains Hein. “The Clifford Chance Academy was also a big incentive.”

“The range of courses has been hugely beneficial to my career and has helped me develop relationships with colleagues and gain a deep understanding of the firm and our clients. In particular, the Academy Development Centre event for senior associates and the Negotiation Skills course stood out for me, as did the Future Leaders Programme.”

After six years at the firm, Hein left to gain experience on the ‘business side’, working as in-house counsel at a construction company followed by a period with a renewable energy company. When our Amsterdam office began expanding its project finance and asset finance practice, Hein took up the chance to rejoin the firm in 2010, becoming partner in 2015. “It was the right offer at the right time and I am very proud to continue to expand the practice as a partner,” he says.

The supportive culture at Clifford Chance and the dedication of the people is also something which Hein highlights as a significant contributor to his development. “There are multiple tools and ways to get support, so it is crucial that you take the initiative and make use of them. The firm has not only given me opportunities but also truly supported me and the team throughout.” And it’s not just support from his fellow lawyers that Hein values. “Business services support is instrumental and helps create a great experience for the clients. From pitching, assisting with large closings to the final invoice, it’s all important.”

## On course for efficiency

**Amira Russell**  
Project manager, London

**When project manager Amira Russell first joined Clifford Chance in 2007, it was the firm's reputation that attracted her.**

"The opportunity to work on large, global projects and with some of the best people in their field was what drew me to the job," says Amira.

In her role, Amira is responsible for bringing individuals together as teams to deliver projects efficiently. The Clifford Chance Academy has helped her develop personally but has also increased the level of support she can offer.

"The Academy provides a wide range of courses which are easily accessible and, unlike at some other firms, the training is flexible and built around personal needs," she explains. "As a

project manager, you're not the subject matter expert so you need each team member to come up with options and solutions to the problem. The Coaching Skills course has enabled me to help subject matter experts come up with these options and work with them to decide on the best way forward."

The firm's Continuous Improvement Green Belt course also allowed Amira to improve her own project management skills, make a difference to the roles of others and improve efficiency at the firm. Through the course, she developed a process which has enabled legal secretaries to reduce the time of sending documents to storage by 60%.

But for Amira, it isn't just the formal support that's critical to development at the firm. "The support of my colleagues in my immediate team or project teams is hugely important to achieving goals. The people are willing to help and take time to listen and give advice when you need it. That is as important as all of the formal training."



# Community

We seek opportunities to positively engage with our local communities.

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## Sporting chances

Through our role as Official Law Firm of Rugby World Cup 2015, we have brought the excitement of the Tournament to our communities.

Former All Blacks captain Zinzan Brooke delighted the children of Po Leung Kuk Residential Care Home in Hong Kong with a performance of the traditional Maori war dance, the haka, and presented a donation from the Clifford Chance Foundation, which will help fund a trip for the children to attend a kids' rugby tournament in the UK.

In London, our Tag Rugby Academy, in partnership with Tower Hamlets Youth Sports Foundation, was established for primary school children in East London. The launch was hosted by England international player Marland Yarde (pictured opposite). More than 30 volunteers supported the Academy, which culminated in a tournament involving 300 students wearing t-shirts they had designed themselves. England rugby player Christian Wade provided advice and presented the excited winners with their trophies.

This is just one of the ways our work has improved the lives of people in our communities over the past year. Through partnerships with clients, charities, NGOs, alumni and our own people, we are having a positive impact on the individuals who need it most. Through fundraising, volunteering, pro bono advice and funding from the Clifford Chance Foundation, we have helped to improve access to justice, education and finance around the globe.

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£19.6m

time cost value of lawyers' pro bono work

18.5

average hours of pro bono per lawyer

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TOBER HAMLETS  
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CHANG

GILBERT  
RUGBY 2015

CLIFF  
CHANG

# Community

## Investing in community relationships

Building strong, enduring relationships is vital to who we are and what we do as a firm. It is important for the work we do with our clients and holds good for the relationships we build with our communities.

Central to relationship-building is our support for individuals and helping people gain access to justice, to education and to finance. We believe that by contributing in these areas we can help people thrive in the communities where we do business.

We promote access to these rights by giving financial support through the Clifford Chance Foundation and by offering our time and expertise through our pro bono and volunteering initiatives.

We have taken the decision to partner with a group of NGOs working in the fields of justice, finance and education because we believe that this strategic approach has the most impact. These NGOs operate in multiple jurisdictions, giving more of our people the opportunity to participate in pro bono or volunteering activities, and some are already working with our fee-paying clients giving us an additional shared interest. Over time we envisage that the number of our strategic global pro bono and community outreach clients will grow and that more of our community investment will be directed to these organisations.

Each year the firm's global Corporate Responsibility Committee agrees how the Clifford Chance Foundation's funds should be allocated for the next 12 months. This allows us to adopt a strategic approach to giving and to measure the impact of donations from across the firm.

The desire to contribute to the community is shared by our lawyers and people in business services roles.

A central aspect of this commitment is our goal of annually helping 100,000 people. We regularly exceed this target and in 2014/15 we helped nearly 192,000 people, meaning that since 2012 we have helped more than 480,000 people.

This year saw a 1% increase in the number of lawyers' pro bono hours and a 5% increase in business services' volunteering hours (target was 10%). 52% of our lawyers did pro bono work last year. Although this did not meet our overall target of 60%, a number of offices significantly outperformed this level including London, the Middle East, the Americas and our team in Romania.

The annual Corporate Responsibility Awards celebrate colleagues who have donated time and talent to help improve the lives of people in need across the world. The winners are voted for by fellow employees and in 2014 there was a record vote, highlighting the depth of engagement with community issues. The winners included a colleague from Milan who helped Syrian refugees access food, shelter and medical care, a colleague in Dubai who organised a book collection for Sri Lankan school children, and a team from Frankfurt who acted as language mentors to young immigrant women.

Our people gain personal satisfaction from working on pro bono and community outreach programmes, and the work in turn broadens their experience and knowledge. Our commitment to the community is an important consideration for graduates looking at us as a potential employer.

The strongest and most enduring relationships need to be worked at. We are committed to keep working at our community relationships.

“The desire to contribute to the community is shared by our lawyers and people in business services roles.”

4,440

hours of business services  
volunteering time

£1.2m

Clifford Chance  
Foundation funding

108

partners on not-for  
profit boards

## Client interview:

# Empowering a better solution

Emily Arnold-Fernandez,  
Founder and Executive Director,  
Asylum Access

Asylum Access is one of our global pro bono partners, an international non-profit organisation working to empower refugees in Africa, Asia and Latin America. We talk to founder and executive director Emily Arnold-Fernandez.

### What does Asylum Access do?

Of the world's 16 million refugees, the vast majority remain in first countries of refuge within Africa, Asia or Latin America. Approximately half the world's refugees are locked in internment camps, where the average stay is 20 years. The other half live on urban margins, deprived of basic rights, most likely for as long or longer.

Asylum Access was founded to change this. We transform the human rights landscape for refugees so they can live safely, move freely, work, send children to school and rebuild their lives.

### In what ways do you seek to 'empower' your clients?

We believe refugees are people with rights, not just people with needs. Our work moves

beyond the traditional approach of endless humanitarian handouts to a sustainable solution that gives refugees the tools to provide for themselves and make choices about their own lives.

We achieve this through five integrated strategies: individualised legal aid, community legal empowerment, policy advocacy, strategic litigation and movement-building.

### What has the support of Clifford Chance enabled you to achieve?

I'll answer with an example: Martin, a Colombian refugee in Ecuador, was fired from his job at a flower plantation after requesting his legally-mandated employment benefits.

Clifford Chance's early financial support enabled us to expand our work in Ecuador to offer legal services on a range of rights violations. Asylum Access Ecuador took Martin's case and, after filing a claim, his employer was ordered to pay him \$1,200 wages – the equivalent of four months' work.

With hundreds of hours of pro bono support from Clifford Chance lawyers, and financial support from the Clifford Chance Foundation, we opened operations in three new countries, Malaysia, Panama, and Mexico, adding these to our portfolio alongside our existing operations across Ecuador, Thailand and Tanzania.

### In our materiality assessment, 'ethics' came out as the most important issue for NGOs. What considerations are important when choosing your partner relationships?

As a human rights non-profit organisation, Asylum Access believes all institutions can

and should continually strive to improve their respect for human rights in ways that tangibly improve the lives of people they impact. We appreciate and value Clifford Chance's commitment to supporting human rights, particularly its commitment to supporting access to justice and finance for all people.

Roger Leese,  
Partner, London

"The firm's relationship with Asylum Access has developed in very exciting ways since it began in 2008.

As we have got to know Asylum Access better, it has opened our eyes to the possibilities of what can be achieved through the careful nurturing of relationships with dynamic and ambitious NGOs. Our partnership has deepened with more lawyers in more offices getting involved and, I think, they have developed a greater sense of our strengths and how best to work with us.

We are now able to provide full-service support to Asylum Access, bringing to bear often highly specialised expertise to help them realise their ambitions.

And as people in the firm become more aware of Asylum Access and of the impact our work together is having, so they become more interested in contributing to the relationship. Our aim, in effect, is to create a virtuous circle with more and more people bringing their expertise to bear on behalf of one of our most outstanding NGOs."



## Access to education

Access to education is integral to society and our programmes allow all colleagues in the firm, including those with no legal training, to make a difference.

### Literacy India

Literacy rates in India are well below regional and global averages, and women fall far behind men. We're working with Literacy India, which strives to provide under-privileged women and children with the skills they need to be successful and independent. Our Global Shared Service Centre is sponsoring the education of 80 girls in West Bengal. We're also providing a Computer Workshop Programme to equip students with vital workplace skills.

### Shanghai I CARE

Volunteers from our Shanghai office have been working with HandsOn Shanghai on their 'I CARE' initiative, which provides children with access to educational opportunities they otherwise wouldn't have. Over the past year, more than 50 volunteers have been involved in environmental education, taking students from Yongmei Primary School to experience farm life and work, explore marine life and learn more about the environment at a wild animal park.

### Fundación DEHVI

In Costa Rica, 34% of children live in poverty. Fundación DEHVI works to improve the lives of children across the country by providing education, food and a safe learning environment. Our lawyers in the US have assisted with numerous legal issues for the organisation and recently concluded a fundraising effort which contributed nearly \$1,800 to the 'Sponsor 300 children in need through education' project.

### Access to finance

Using our financial legal advisory skills and resources, we work across our network to improve access to finance with a focus on the field of microfinance.

### FINCA International

FINCA International offers financial services and products to small-scale businesses that have been turned down by traditional banks. Last year, lawyers from our Washington, DC office held training sessions for FINCA's legal team to develop their skills and enable the organisation to support more clients in Latin America. The sessions received positive feedback from FINCA: "The programme content and support is highly recommended, professional and applicable to the world of microfinance."

## Raising Aspirations Access to education

Our Raising Aspirations days and Career Carousels in London and Hong Kong give local students from state schools the chance to discover different careers and offer an insight into working in the corporate world.

The aim is to banish any preconceptions the students might have, particularly around the obstacles to becoming a lawyer, and show them a range of careers they could potentially achieve in the corporate world with tenacity and hard work.

Volunteers from a broad range of careers across the firm and often our clients, including Bank of America Merrill Lynch, J.P. Morgan and Morgan Stanley, discuss their career paths and answer the students' questions.

Last year, almost 600 students attended sessions in London and Hong Kong and benefited from talks by colleagues across the offices, including lawyers – some of whom attended the same state schools as the students – and employees who have followed unconventional career paths.



## Oxfam

By supporting the creation of community fishing enterprises, Oxfam has helped 515 Thai fisherfolk and their families secure stable incomes and achieve financial independence. This promotes responsible, sustainable investment in the fishing industry and ensures the fisherfolk are fairly paid. We've donated 470,000 baht to support further growth of the enterprises and are advising on how to set the enterprises up as legal entities.

## London Early Years Foundation

The learning experiences children have before age five are crucial but many miss out because of childcare costs. The London Early Years Foundation (LEYF) runs nurseries in some of London's most disadvantaged areas and provides subsidised nursery places. Through our relationship with the Social Business Trust,

our lawyers have helped LEYF secure a £1.25 million loan to enable it to open 10 more nurseries, and are providing further advice to secure additional funding.

## Access to justice

From upholding the rule of law to providing basic advice to citizens, as leaders in our field it is our responsibility to use our skills to provide access to justice for those who need it most. Furthermore, and in light of changes, such as those in the UK, to the provision of free legal services, we seek to enable access to legal support for the more disenfranchised in our community.

## PILnet

PILnet works with lawyers around the world to deliver much-needed access to justice. Our lawyers in Milan have been providing pro bono support in a range of ways from producing a memorandum on the Italian

legislative framework governing involuntary admission of persons into psychiatric hospitals, to the appeal of a Nigerian asylum seeker's rejected application.

## Helsinki Foundation for Human Rights

From protecting disabled citizens to improving the security of human rights defenders, the Helsinki Foundation for Human Rights (HFHR) is dedicated to protecting human rights through education, research and practical assistance. Working with HFHR, our lawyers in Warsaw have represented a mentally disabled man forced to undergo psychiatric treatment, an ex-police officer who was wrongfully detained and a migrant subjected to inhumane treatment in a detention centre.



## Grameen

### Access to finance

**In Kenya, around 1.48 million people are pushed below the poverty line because of healthcare costs.**

Many of the conditions which affect the poorest citizens are preventable and treatable, but medical help remains out of reach. Our global NGO partner, Grameen, is working to change this through the development of an affordable health insurance product and last year the Clifford Chance Foundation donated £250,000 to support the project.

By preventing as well as treating illness, this project also has the potential to help people remain economically active and so maintain a stable income. Our lawyers are also providing pro bono legal advice to develop and ultimately deliver this essential product.

## The Equality Effect

### Access to justice

**Safe education and access to justice are something most of us take for granted, but the threat of rape and sexual assault from their teachers, family and even the policemen appointed to protect them is a reality faced by many girls in Africa.**

The Equality Effect employs human rights law to challenge this oppression and achieve justice for women and girls around the world – that's why it was the winner of our 2014 Access to Justice Award.

Following a landmark ruling in Kenya that police failed to investigate the rape of 160 girls, The Equality Effect has been using the money and pro bono time we awarded it to train police in Kenya and work with rape shelters and communities to secure justice and legal protection from violence for all of the 10 million girls in Kenya. We've also been providing critical research into a similar project in Malawi. Our research into related rulings in England and Europe, and how they've been challenged on human rights' grounds, is providing invaluable support to The Equality Effect.



# Environment

## We manage the impact we have on the environment.

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### Minimising our footprint

Protecting the environment as a team is, in part, about taking individual positive action and that's why we came together as one firm to mark World Environment Day in June. Around the world, we shared a common cause to raise awareness of today's pressing environmental issues, demonstrate our commitment to action and show how we're helping to realise these goals.

Under the theme 'Seven Billion Dreams. One Planet. Consume with Care.', colleagues took part in a range of events, from tree planting in Hong Kong to an environmental quiz in Delhi, riverbed cleaning in Tokyo to community centre volunteering in Frankfurt.

Although our environmental footprint is quite small in some of our offices with lower headcount, we are committed to monitoring and, wherever possible, reducing our impact. We work individually and in our offices to ensure we comply with local environmental policy, and are always re-evaluating to see where we can improve. Managing our environmental footprint and working towards being a sustainable business doesn't just help the environment, it enables us to become more efficient and save money – meaning we can provide better value to our clients.

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2.4%

decrease in paper consumption per FTE



34

offices separate at least one type of waste for recycling



- ■ Colleagues in our Tokyo office spent World Environment Day cleaning the riverbed of the Arakawa River



## A world of difference

As an organisation we have both a direct and an indirect impact on the world around us.

We advise some of the leading businesses in the world on the investments they make, be that a new wind farm in Africa or a subway project in Peru, and offer guidance on how to create sustainable businesses and minimise their emissions.

Our Global Environment Group – comprising 60 lawyers across our network of offices – provides specialist advice to clients on all areas of Environmental and Health & Safety law. The practice covers traditional areas such as pollution, waste, control of hazardous substances, as well as new and developing areas such as energy efficiency, carbon reduction, sustainability, biodiversity and chemicals regulation.

We also recognise that how we run our business – how we operate our offices, the buying decisions we make, the partners we select to work with – has a direct impact on the environment.

We have implemented an environmental management system in all our offices, resulting in the award of the ISO 14001 certification in London and Amsterdam, and the LEED in Washington. In 2009 our Amsterdam office became climate neutral, and London is about to embark on a significant energy reduction programme to include widespread adoption of LED lighting. It is also hoped that, by employing a continuous improvement approach, the office will achieve certification against the ISO 50001 energy management standard.

Our environmental policy sets out the standards of environmental performance we expect for all offices. There are minimum targets for the reduction of CO<sub>2</sub> emissions,

the cutting of paper consumption, the recycling of general waste and the recycling of office paper waste. Through improved management of these costs and driving down waste, we can be a more cost efficient business for our clients.

The firm's Executive Leadership Group is responsible for ensuring compliance with the policy and measuring progress against these objectives.

As a firm we promote two environmentally-themed events each year, helping to raise awareness of important issues and fostering a 'one team' approach.

The events for 2014/15 were Earth Hour on Saturday, 28 March and World Environment Day on Friday, 5 June.

For Earth Hour, organised by WWF and which we have supported for six years, we joined people around the world by dimming the lights in our network of offices to raise awareness of sustainability issues and to show how adopting a simple habit, such as turning off unused lights, when done by enough people, can have a measurable benefit to the environment.

For World Environment Day, colleagues from across the firm took part in a range of events, including tree-planting in Hong Kong, a vegetarian 'butcher' in Amsterdam and a river clean-up in Tokyo. Activities such as these highlight the importance of taking individual positive action to protect our planet.

As well as global events, local agendas and initiatives are set by office managing partners and office managers to ensure that there is an effective structure in place for delivering compliance with the policy locally.

For the sake of the environment, we believe in thinking globally and acting locally.

“ For the sake of the environment, we believe in thinking globally and acting locally.”

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## Building on our 'green' goals

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Christine Neo,  
Office services manager,  
Singapore

Clifford Chance operates from 36 offices in 26 countries. In our buildings we are committed to the very highest standards of environmental management. Christine Neo, office services manager in Singapore, talks about the office which features striking blue glass meeting rooms, but which is also very, very green.

Singapore – the city-state we work in – is on a green journey. Fifty years ago the then Prime Minister Lee Kuan Yew planted a mempat tree as part of a commitment to green the urban landscape and create 'a City in a Garden'.

A similar ambition drove the design and construction of our office in the Marina Bay Financial Centre district, which in 2013 was

awarded the environmental Green Mark Award – Gold standard by the Building and Construction Authority, a government agency.

We are very proud of that award as it recognises the range of environmental measures we've installed in the office, which also boasts a contemporary and vibrant design to reflect the firm's forward-looking and innovative approach.

We've fitted lots of energy saving features, including motion sensor lighting controls, energy efficient lighting, and an individually-controlled air-conditioning system in meeting rooms.

Some 90% of our office equipment is energy star-rated and we've made extensive use of materials certified under the Singapore Green Label Scheme, including paint, and vinyl and carpet flooring products.

In addition, all water fittings have a Water Efficiency Labelling Scheme rating, meaning they meet water efficiency standards required by the Singapore Accreditation Council.

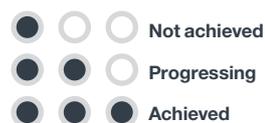
The principal theme of the office is 'connections', connecting people to one another and our people to their workplace. With this objective in mind we encourage colleagues to minimise their impact on their work environment.

There are lots of recycling stations in pantry areas for general waste, cans and plastics and all shredded documents are recycled.

The office is bold with a sleek, modern design. There is one nod to the past, however – much of the furniture has been reused from our previous office!



## Targets and progress



2014/15 targets	2014/15 performance	Achievement level
At least 30% female partners	17%	
Invest in a new learning management system and virtual classroom tools	Ongoing	
Increase pro bono hours to match 2012/13 levels	55,353	
60% of lawyers to undertake pro bono work	52%	
Strategic global pro bono and community outreach clients to account for 10% of pro bono hours	4%	
Develop strategic plans for all of the firm's strategic global pro bono and community outreach clients	9	
Review and refresh the community outreach opportunities provided by the firm for our business services teams	Ongoing	
Decrease our Scope 1 & 2 (electricity & fuel) CO <sub>2</sub> emissions per FTE by at least 5% from the 2012/13 baseline by the end of 2017/18	+1.11%	
Reduce paper consumption by 10% per FTE from the 2012/13 baseline by end 2017/18	-2.4%	
Every office, where possible, to recycle at least 30% of general waste by 2017/18	94%	
Every office, where possible, to recycle at least 50% of office paper waste by end 2017/18	92%	
Every office to ensure that at least 15% of paper has at least a 30% post-consumer recycled content or comes from FSC® or other internationally recognised, certified sources showing a low carbon footprint by end 2017/18	67%	

## Commentary

Our ambition is to achieve a more gender-balanced partnership comprising at least 30% female partners. Women accounted for one third of our promotions in London and APAC on 1 May 2015, resulting in women making up 17% of our partnership.

User testing for our new learning management system is underway with global deployment scheduled in 2016.

Virtual classroom delivery is being reviewed as part of our wider IT strategy. In the meantime, we have invested in upgrades to some of our existing tools, e.g. for mobile distribution of video content.

Total hours were 1% higher than in 2012/13; hours per FTE lawyer also increased to 18.5 (vs 18.3 in 2012/13).

This represented a decrease of 2% on the previous year.

We continue to deepen our relationships with these clients to ensure we offer excellent service and the right opportunities for our people to be involved.

MoUs have been agreed and signed off with nine clients and are awaiting sign off with three clients.

We are establishing supporters' networks to enable business services, alongside lawyers, to volunteer their expertise and time on behalf of strategic pro bono clients that are of particular interest to them.

Our global head of people and talent will also take the lead on co-ordination of business services volunteering on the global CR Committee.

This increase was attributable to aspects such as a busier commercial environment, an increase in emission factors etc. The emissions trend for Scope 1 & 2 is down in comparison to last year.

Number of reams per FTE in 2012/13 was 44.63 compared to 43.56 in 2014/15.

33 offices are currently meeting the requirement of recycling paper (in 2012: 30, 2013: 32, 2014: 34).

24 offices state they use either a paper type with a percentage of recycled content or showing a low carbon footprint (in 2012: 20, 2014: 23).

## 2015/16 targets

We are currently in the process of reviewing our CR strategy (see page 9), to ensure that it reflects the most material issues for our stakeholders and the firm, and that our programme of activity is aligned with and supports our new vision and strategy.

Once that review is complete, we will set our strategic priorities and agree appropriate targets or indicators so we can track and report on our progress.

Until then, our working approach is set out below. This includes a combination of hard targets and key indicators that we will monitor over the course of the year.

### People

- Review performance management processes and support for learning and skills acquisition in line with the firm's new vision and strategy.
- Work towards a more gender-balanced partnership comprising at least 30% women.
- Invest in a new learning management system and virtual classroom tools to improve the accessibility, relevance and timeliness of the full range of learning options for our people.

### Community

#### Strategic objectives

- Contribute locally through our pro bono and community outreach work in the geographies where the firm does business.
- Undertake pro bono and community outreach work that is of high value, utilises the skills and abilities of our people, and helps us build relationships that are of benefit to all our stakeholders.
- Undertake pro bono and community outreach collaborations with our clients in partnership with best-in-class NGOs.
- Undertake pro bono and community outreach work that helps us recruit, retain and develop the best people.
- Deliver an excellent service to our pro bono clients.
- Establish a volunteering commitment as an integral part of the Clifford Chance career, and something that enhances our ability to meet the needs of our clients.

#### Indicators

- The number of partners leading a pro bono relationship or sitting on a not-for-profit board.
- The number of global strategic pro bono and community outreach clients.
- The number of clients with whom we undertake pro bono and community outreach collaborations.
- The impact of pro bono activities in business critical geographies.
- The number of lawyers and business services colleagues engaged in pro bono and community outreach.
- The number of pro bono hours by lawyers.
- The number of volunteering hours by business services colleagues.
- The value our stakeholders place on our pro bono and community outreach work.

### Environment

- To continue to progress towards our 2017/18 targets (see 2014/15 targets opposite).

## Meeting our commitments

# Focusing on human rights in our operations and in our relationships

We are taking steps to identify any potential human rights impacts we might have as an organisation and human rights considerations in our relationships with our clients.

As a large, global business and a leader in our profession, and having been closely involved in the development of the UN Guiding Principles on Business and Human Rights, we embrace the opportunity to make a positive contribution to business and society.

Since we first adopted our human rights policy in 2013 (see page 7 in our CR report 2013), we have continued to make progress

on implementation of the policy within our organisation, including identifying potential human rights impacts with which we may be involved and taking steps to ensure we address them appropriately.

Our initial focus has been on three areas in which we expect our most salient human rights issues may arise: our supply chain; our relationships with our people; and our relationships with our clients.

Diligence undertaken with our procurement and human resources teams indicated that the firm already has robust policies and processes to address potential human rights concerns that could arise in these areas of our operations.

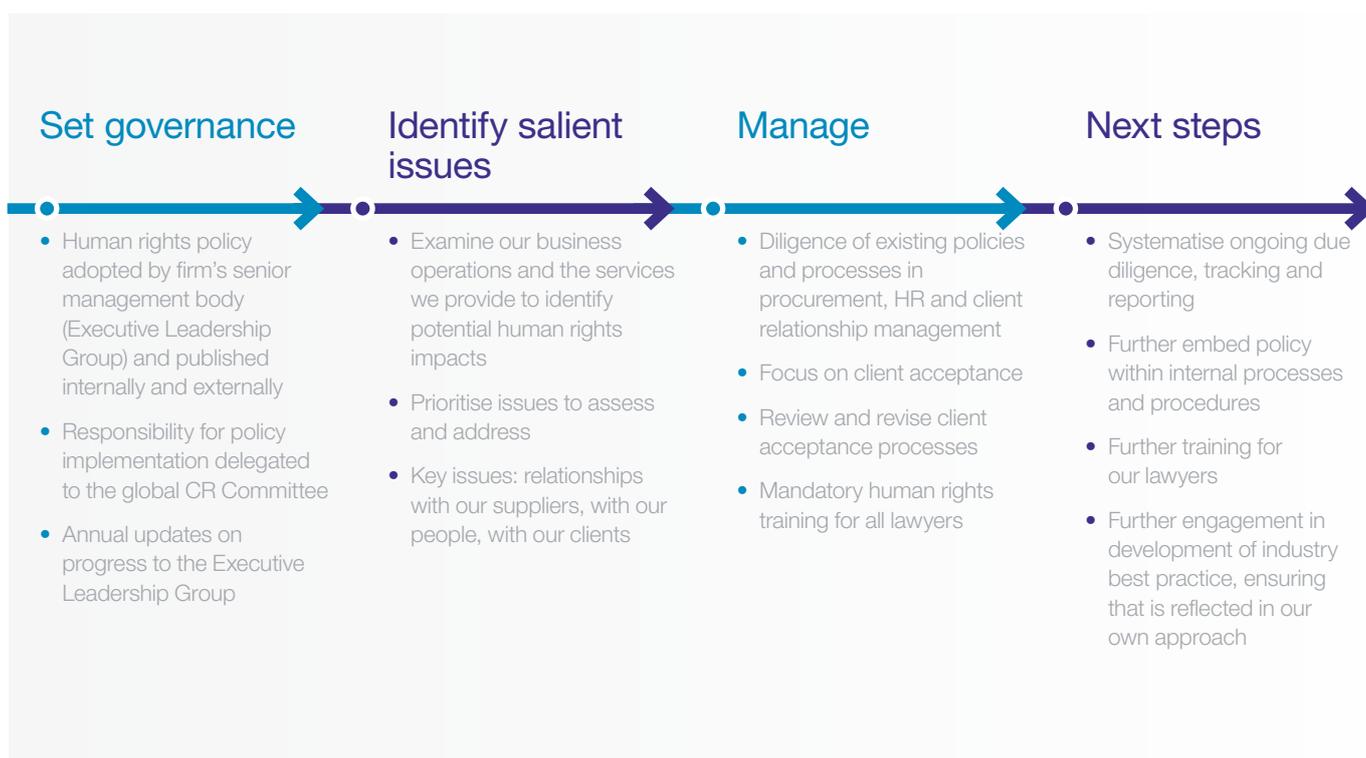
As a law firm, it is in the area of client relationships that the most complex and nuanced considerations arise. As we seek to identify potential human rights impacts and address them appropriately, we must also take into account our broad-ranging professional obligations.

How firms balance these professional obligations with their responsibility to respect human rights is an aspect of wider industry consultation through professional associations, such as the International Bar Association and the Law Society of England and Wales. Partners in the firm have actively contributed to this dialogue and we are seeking to build on these insights, and on associated discussions with stakeholders, to inform our approach.

Although due diligence in these areas is ongoing, a number of important steps have been taken, most notably, in relation to our processes for accepting new clients and matters. Our Clearance Centre team, which reviews every new client and potential mandate to assess whether it is appropriate that we act, has been trained specifically to take a more structured approach to understanding any potential human rights impacts of our client relationships. Any new client or mandate identified as having a potential adverse human rights impact is additionally reviewed against the firm's policy commitment on human rights.

We have also been increasing our organisational awareness of business and human rights issues. Mandatory human rights training has been introduced for all of the firm's lawyers and some members of our business services teams. This training has been enthusiastically received.

Of course, this is just the beginning. There is much more work for us to do. The next steps will be to develop a more systematic approach to assessing our actual and potential human rights impacts, ensuring an appropriate and effective response, tracking that and reporting on our record. Our priorities include rolling out appropriate follow-up training programmes for our lawyers to increase their sensitivity to human rights questions and equipping them to address them appropriately.



# UN Global Compact

We have a proud history of supporting the underlying ideas enshrined in the UN Global Compact's Ten Principles, including helping to shape the legal and regulatory frameworks that underpin the implementation of the principles, and working with organisations and individuals as they seek to create a world where these principles are respected and upheld. Active participation in the UN Global Compact now plays a valuable role in shaping our thinking about our responsibilities as an organisation, and understanding where there are opportunities for us to have a more positive impact.

This report provides a number of examples of our work in support of the Ten Principles and our website and client briefings provide a fuller picture, both in terms of how we operate as a business and our provision of legal services to both private and public sector clients.

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



## Human Rights: UN Global Compact Principles

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

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

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

*Relevant GRI indicators: HR1, HR2, HR3, HR5*

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## Labour: UN Global Compact Principles

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

*Relevant GRI indicators: HR1, HR2, HR3, HR5*

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

*Relevant GRI indicators: HR1, HR2, HR3*

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

*Relevant GRI indicators: HR1, HR2, HR3*

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

*Relevant GRI indicators: EC7, LA13, HR1*

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## Environment: UN Global Compact Principles

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

*Relevant GRI indicators: EC2, EN18, EN26*

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

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

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

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

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## Anti-corruption: UN Global Compact Principles

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

*Relevant GRI indicators: SO2, SO3, SO4, SO6*

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

Matthew Layton, Clifford Chance managing partner

Thank you

## A big thank you to some of our dedicated people

Around our network, our dedicated people worked tirelessly to raise money for their favourite charities.



### ▲ Football tournaments Amsterdam, Hong Kong, London, Singapore, Tokyo,

Since they started in Tokyo 11 years ago, our charity football tournaments in collaboration with Morgan Stanley have spread to Amsterdam, Hong Kong, London and Singapore, raising money for local charities. Here you can see our Tokyo team, which put up a strong fight to reach the quarter-finals.



### ▲ Runs and walks New York, Paris, Washington, DC

More than 100 people from our New York, Paris and Washington, DC offices took part in charity runs and walks for the American Heart Association, Central Park Conservancy and various breast cancer charities. In Paris, a group of our people, their families and some clients all joined in for a true team effort.

## Helping 100,000 people

### Q: What is it?

**A:** In 2012 we launched a strategic programme to help 100,000 people around the world each year through our community and pro bono work, and through funding by the Clifford Chance Foundation.

### Q: Who do we help?

**A:** The firm works with 14 strategic global pro bono and community outreach clients so we can 'join up' the activities of colleagues, thereby having the greatest impact. Individuals also support local organisations in which they have a special interest.



**▲ US volunteer day  
New York, Washington, DC**

Each year, our New York and Washington, DC offices hold a volunteer day, where colleagues help on a number of local projects ranging from volunteering with elementary school children to helping at a family shelter. This year, volunteers painted murals, prepared military care packages and installed protective marshland fencing.



**▲ Five Peaks Challenge  
London**

Three teams from our London office took on the tough Five Peaks Challenge in June in aid of the firm-supported charity Wooden Spoon – climbing five mountains across the British Isles. Despite treacherous weather, poor visibility and several minor injuries, all three teams completed the challenge – with one team finishing in just 13 hours and six minutes!



**▲ Iftar meals  
Middle East**

Colleagues across the Middle East raised more than £15,000 to provide Iftar meals to industrial workers during Ramadan. Without these, the workers faced a long journey back to camp to break their fast at the end of some of the hottest days of the year.



**▲ Food events  
Worldwide**

Food has been a prominent theme in many of our fundraising efforts around the world. We've held a range of events from cake sales to pancake races, food collections to lunch money donations, to support a variety of local and global charities. In Hong Kong, our office teamed up with Feeding Hong Kong for its annual pancake race.

**Q: How successful has it been?**

**A:** The goal of helping 100,000 people was initially a three-year target – it was achieved in one year. Since 2012 we have helped more than 480,000 people ... and counting.

**Q: Who takes part?**

**A:** We receive specific requests for pro bono legal advice from some of our NGO partners that we work with. Lawyers can register interest to join one of the NGO client teams. Business services colleagues are encouraged to provide in-kind support.

**Q: What is the value of the programme?**

**A:** Helping more than 100,000 people each year also benefits our people who participate. Pro bono support and volunteering stretches a person's skills and experience; it can also be one of the most rewarding things they do. We believe it fosters a 'one team' culture and makes Clifford Chance a great place to work.

# CLIFFORD CHANCE

Clifford Chance LLP  
Corporate Responsibility Report 2015

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