

# OBJECTIVES & KPIs 2019/20

DOING BUSINESS	
OBJECTIVE	KPIs 2019/20
Ensure regional risks are being managed in accordance with local frameworks	<ul style="list-style-type: none"> <li>• Continue to develop region-specific risk frameworks for the Americas, Continental Europe, Asia-Pacific and the Middle East</li> <li>• Establish a risk framework in the UK</li> </ul>
Equip our people with the training and support to do the right thing, in the right way	<ul style="list-style-type: none"> <li>• All employees to complete mandatory risk and compliance training</li> <li>• Roll out new Modern Slavery and human rights training</li> <li>• Roll out new AML training in line with 4th MLD</li> <li>• Progress comprehensive programme of activities to enhance our ethical culture, informed by our ethical culture survey</li> </ul>
Further evolve our incident and business continuity planning to increase our ability to manage the firm through a significant cyber-attack, including a robust programme of scenario rehearsals	<ul style="list-style-type: none"> <li>• Continue to test and embed our cyber response plan</li> <li>• Roll out and embed updated approach to operational risk and resilience including a programme of operational resilience exercises</li> </ul>
<p>Use our client acceptance processes to act only for reputable businesses (or, where appropriate those responding to investigation for past actions)</p> <p>Further evolve our processes for evaluating which clients we will act for</p>	<ul style="list-style-type: none"> <li>• Extend deployment of the Clifford Chance Responsible Business Statement ('RBS') increasing the number of relevant clients who confirm they meet our expected standards</li> <li>• Convene an annual discussion with peer firms on client acceptance best practice</li> <li>• Initiate a process to carry out enhanced due diligence on certain categories of clients over and beyond regulatory requirements, involving appointing an external investigative agency</li> </ul>
Support external initiatives which promote responsible and ethical business practices	<ul style="list-style-type: none"> <li>• Identify opportunities to actively engage with relevant bodies and organisations, including with the Institute of Business Ethics, with Professionals Against Corruption and with Partnership Against Corruption</li> </ul>

## PEOPLE

OBJECTIVE	KPIs 2019/20
Improve the gender balance in our partnership, so that women make up at least 30% of our partnership	<ul style="list-style-type: none"><li>• Continue to advance towards the 30% gender balance target and publicly report progress</li></ul>
Improve the ethnic diversity of our firm	<ul style="list-style-type: none"><li>• Develop and roll out a global strategy for appropriate targets for ethnic diversity in the partnership and continue to publicly report ethnic diversity across the global firm</li></ul>
Improve the alignment our learning and development programmes with our vision and strategy	<ul style="list-style-type: none"><li>• Develop a leadership development programme for partners which includes learning around inclusive leadership</li></ul>
Support our people in increasing their resilience	<ul style="list-style-type: none"><li>• Continue to embed a more global approach to wellness and resilience awareness-raising programmes, particularly leveraging learnings from the UK resilience programme</li></ul>

## COMMUNITY

OBJECTIVE	KPIs 2019/20
Continue to develop pro bono and community outreach opportunities in business-critical regions	<ul style="list-style-type: none"> <li>• Number of new pro bono mandates in the Americas and Africa</li> <li>• External validation of our pro bono work</li> </ul>
Continue to undertake pro bono and community outreach work that strengthens the capabilities of our people and our relationships, and maximises the value we add to our pro bono clients' capacity to achieve their mission	<ul style="list-style-type: none"> <li>• Pro bono involvement in innovative services and products, e.g. fintech and social business solutions</li> <li>• Number of strategic pro bono relationships that exemplify our theory of change</li> <li>• The number of our people who are serving on the boards of not-for-profit organisations</li> </ul>
<p>Continue to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs. Collaborate with the GSC125 clients on projects for these NGOs</p> <p><i>Published as: Continue to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs. Collaborate with our clients on projects for these NGOs</i></p>	<ul style="list-style-type: none"> <li>• The number of global strategic pro bono and community outreach relationships, specifying the number with an environmental focus</li> <li>• The number of GSC125, other clients and significant civil actors with whom we collaborate</li> </ul>
Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams. Our pro bono and community outreach practice will provide all of our people, at all levels with the opportunities to practice and enhance the skills that are key to their development, making them more effective and well-rounded	<ul style="list-style-type: none"> <li>• The proportion of lawyers who reports skills enhancement as one of the benefits of doing pro bono work</li> </ul>
Continue to develop and refine our capability and that of our clients, to support effectively the widest range of civil society organisations, from small community-based organisations to international NGOs	<ul style="list-style-type: none"> <li>• In-kind (hours) and direct financial investment in our pro bono and community outreach work</li> <li>• The number of people helped by the NGOs we work with, as a result of our support for them</li> <li>• The proportion of our pro bono and community outreach mandates, and Clifford Chance Foundation grants, that contribute to the achievement of the Sustainable Development Goals</li> </ul>

## ENVIRONMENT

OBJECTIVE	KPIs 2019/20
Gather and analyse systematic data on our environmental performance across our business	<ul style="list-style-type: none"> <li>• Ensure accurate reporting of all global data is monitored and analysed</li> </ul>
Set standards of environmental performance for all offices and monitor achievements as a commitment to continuous improvement	<ul style="list-style-type: none"> <li>• Set, measure and monitor local targets and initiatives</li> <li>• Participate in UN World Environment Day</li> <li>• Conduct at least one local environment awareness campaign a year</li> </ul>
Continue to reduce energy consumption	<ul style="list-style-type: none"> <li>• Reduce scope 1 and 2 emissions by 5% from 2017/18 baseline per FTE by 2021</li> </ul>
Reduce paper consumption	<ul style="list-style-type: none"> <li>• Reduce procurement of paper by 10% per FTE from 2017/18 baseline by 2021</li> </ul>
Minimise waste	<ul style="list-style-type: none"> <li>• Improve waste segregation in all offices</li> </ul>
Monitor and reduce water consumption	<ul style="list-style-type: none"> <li>• Implement a means of measuring water consumption</li> </ul>
Improve employee engagement	<ul style="list-style-type: none"> <li>• Develop local and global communications strategies</li> <li>• Ensure reporting data is inclusive and accurate</li> </ul>
Extend our sustainability	<ul style="list-style-type: none"> <li>• Promote local initiatives to protect our surrounding environments and habitats</li> </ul>