

Clifford Chance

Our approach
and commitment
to our suppliers

December 2025



Our approach

The importance of managing our suppliers

By maintaining strong and trusted relationships with our suppliers, we can deliver on our social, economic and environmental commitments. It is through our ability and willingness to share information with our suppliers, and vice versa, that we can successfully adapt to changing client demands, and drive greater value from our relationships. In addition, it drives a consistency of approach, where there is one voice that aligns with our company vision and strategy.

Maintaining our vision and strategy

Clifford Chance's Supplier Relationship Management (SRM) Framework ensures we remain aligned to the firm's vision and strategy and that we can maximise our relationships with our key suppliers, which we aim to do in the following ways:

Cost Management

- To support our business operations and transformation initiatives; securing and delivering the value negotiated in existing contracts.
- To maximise opportunities with our key Suppliers and ensure supplier performance.
- To prioritise initiatives and allocate resources to maximise monetary benefits derived from proactive supplier relationship management.

Commercial Discipline

- To provide best practice guidance and support to all global offices to enable the effective oversight and management of our key suppliers.
- To maintain a consistency of approach and ensure brand consistency.
- To leverage our relationships to deliver Clifford Chance's vision and strategy.

Responsible Supply Chain

- To measure the sustainability and carbon performance of our key suppliers.
- To strengthen the resilience and transparency of our supply chains by ensuring that the way we purchase goods and services, and the suppliers we work with, supports ethical business practices, contributes to sustainable economic development, and keeps us aligned with evolving regulatory and stakeholder expectations

Frictionless Operations

- To ensure compliance with our Global Procurement Policy and SRM minimum standards.
- To work together to manage legal, data and commercial risks that could expose our firm and clients.
- To measure supplier management best practice and supplier performance.

Our approach (continued)

People

- To work closely with our stakeholders to ensure we meet the requirements of the business and provide a positive colleague experience.
- To position Clifford Chance as a 'customer of choice' with its most important suppliers and become a 'supplier of choice' to our clients.

Our key objectives are:

- To ensure appropriate governance and contractual protections are in place to support regulatory, legal and client demands
- To minimise any risks associated with the selection, mobilisation and management of our suppliers
- To achieve our business objectives and strategy working in collaboration with our suppliers and drive competitive advantage
- To leverage Clifford Chance's global position and generate greater visibility of 'value-add' opportunities and operational efficiencies with our suppliers
- To help Clifford Chance become a 'Customer of Choice' for our suppliers, where we receive access to preferential pricing, services, ideas and innovation

What we're doing to support our engagement with our suppliers

Sustainable procurement focuses on the integration of Clifford Chance's responsible business goals into our purchasing decisions and on-going management of our suppliers. Working collaboratively with our suppliers we can uphold ethical business practices, optimise environmental, social and economic outcomes over the lifecycle of the products and services we procure, and help to build sustainable economies.

Key areas of focus include:

Social:

- To adhere to the principles of our Code, promoting a workplace environment free from discrimination, harassment, victimisation, abuse and/or other inappropriate behaviour. This extends to our suppliers, subcontractors, third and fourth parties.
- To maximise the additional social value we can deliver through procurement skills education and mentoring with social enterprises.

Our approach (continued)

Social (continued):

- To support and respect internationally recognised human rights, both as part of our commitment to the UN Global Compact and consistent with the UN Guiding Principles on Business and Human Rights. This includes seeking to appropriately identify and address potential adverse human rights impacts, including modern slavery, within our business operations and supply chains.
- We seek to act in an open and transparent manner as part of our supplier onboarding process, promoting open and fair competition and enabling suppliers of all sizes to bid for new programmes of work, as appropriate.
- We are a Living Wage accredited partner in the UK and seek to work with our suppliers to champion the Living Wage campaign within their operations, where applicable.



Economic

- Value creation – how can we leverage the knowledge and expertise of our suppliers?
- Resource utilisation & capacity building
- Existing vs. new suppliers
- Oversight, governance and compliance – we focus on quality and supplier risk management and assurance, including the ethical practices and technical and organisational measures and controls they have in place

Environmental

- Collaborate with our suppliers to fulfil our environmental commitments and objectives, including education and awareness
- Manage, measure and reduce our carbon emissions in conjunction with our suppliers and move closer to our long-term ambition of becoming Net Zero
- Engage in responsible stewardship of ethical and trustworthy materials, products and services
- Travel vs Technology – enable virtual service delivery and digital collaboration with our suppliers to reduce our business travel

Social

- Equality
- Supplier Inclusion, incl. accessibility
- Health & Wellbeing
- Real & London Living Wage (UK Suppliers Only)
- Business & Human Rights – ensure that modern slavery is not used in our (our suppliers') operations
- Health & Safety – provide a safe and hygienic working environment
- Education & Awareness (internal and external)

Our approach (continued)

Economic:

As part of our Supplier Management and Sustainable Procurement programmes, and in conjunction with our key suppliers, we will continue to explore where we may be able to leverage knowledge and expertise. As part of doing business and ensuring we are not exposed to more cost and/or risk, it is important that the right governance/controls are in place with our suppliers, with quality of service and identification and management of risks considered.

Areas of focus include:

- **Policies & Processes:**

- To ensure our suppliers are compliant with their contractual commitments, and that they work with their own suppliers to ensure these values and practices are cascaded through the end-to-end supply chain.
- To ensure legal and responsible sourcing practices are applied, adhering to international regulations.

- **Knowledge & Expertise:**

- Before reviewing the market and investing time and effort in tenders, we review the skillset and capability of our incumbent providers and seek to explore where we may be able to leverage knowledge and expertise.
- We aim to provide education and awareness to our firm and suppliers regarding our Sustainable Procurement Programme.

- **Our Communities:** In conjunction with our suppliers, we seek to improve the social and economic conditions within local and regional geographies via employee and corporate initiatives.

- **Prompt Payment:** We shall work with our Finance team to ensure prompt payments to our suppliers and contractors, enabling them to remain financially stable.

Environmental:

We recognise the global challenge caused by climate change and other environmental issues. We acknowledge our responsibility to reduce the environmental impact of our business operations, and we would like to work with our key suppliers to understand, manage, and reduce the environmental impact of our purchases. Using external tools, we seek to measure the sustainability and carbon performance of our suppliers and explore areas where we work together to improve the way they deliver services to us.

Our approach (continued)

Environmental:

Areas of focus include:

- To understand sustainability and carbon performance assessments and leverage the outputs of these to help inform supplier selection and prioritisation.
- To track and monitor our supplier emissions, informing carbon reduction and collaboration opportunities
- To explore sustainable product and service opportunities with our suppliers, inclusive of sustainable certification schemes, where available and relevant.



Clifford Chance

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