

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



**WE BELIEVE
COLLABORATION
SUSTAINS SUCCESS**

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 and provide 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.

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Under the rules of certain US jurisdictions, this document may constitute attorney advertising. Prior results do not guarantee a similar outcome.



See how our work maps against the UN Sustainable Development Goals on page 36



VALUING COLLABORATION

“We are proud to be a participant in the UN Global Compact and to make our contribution.”
Matthew Layton, managing partner

An interview with Matthew Layton and Malcolm Sweeting.

Global managing partner Matthew Layton and senior partner Malcolm Sweeting explain why the theme of collaboration sits at the heart of the firm’s strategy.

The geopolitical landscape is shifting, perhaps at a faster rate than ever before. Events such as the migration crisis, global terrorism, Brexit, the breaking down of consensus over climate change, the rise of populism, and the perception that globalisation is not working for everyone, are creating challenges for policy makers, business and civil society. All of this is happening, of course, against a business backdrop of a decade-long response to the financial crisis and the disruption created by the 4th Industrial Revolution.

The number and degree of complexity of these issues has had two effects. First, it has highlighted the part business needs to play in contributing to the solutions to some of these pressing challenges. Business does

not stand apart from society; it is embedded in it, contributing to its long-term stability and prosperity, and acting as a driver for growth for both present and, importantly, future generations. Second, it has underlined the conviction that no single agency can fix these problems. Collaboration will be an essential factor in finding solutions to these hugely difficult issues.

Why is collaboration important?

Matthew: A collaborative approach is essential, both to ensuring that we meet our stakeholders’ expectations and to working with them to create the best outcomes for the greatest number of people. We believe that together, by building partnerships based on finding common objectives and fostering trust, we can achieve more. We firmly believe that business has a role, even a duty, to partner with governments, policy makers and civil society to create a development agenda that works for everybody.

Malcolm: Events over the last two or three years have also reinforced, I believe, a widespread perception that power, wealth and influence are unduly concentrated among a small elite. Our firm will only earn and retain our licence to operate by listening intently to what our clients, our people and all our stakeholders are saying, and working with them to address their concerns.

What is driving our thinking on these important issues?

Matthew: Since 2009 we have participated in the United Nations Global Compact, increasingly seeking to align our strategy and operations with its 10 Principles. We are also committed to supporting the 17 Sustainable Development Goals, which set the big-picture agenda on issues such as combating poverty and improving educational and health opportunities for some of the world’s poorest people. You will see examples of how we are acting on our SDG commitments throughout this report.

In addition, we have signed the Women’s Empowerment Principles to underpin our longstanding commitment to promoting gender equality. These globally-applicable frameworks, together with our own thinking and conversations with our stakeholders, are informing our decision-making on the most material issues for our firm.

OUR RESPONSIBLE BUSINESS STRATEGY

Malcolm: We are committed to integrating these principles and frameworks further into our decision-making and organisational behaviour. They offer valuable guidance and provide a space for productive discussions with our clients and wider stakeholders. As a leadership team, we are looking at how we can do even more in these areas.

Where do you believe a law firm like Clifford Chance can have the greatest impact?

Malcolm: While we endorse all 17 of the Sustainable Development Goals, it is fair to say that there are certain areas where we believe we can make a bigger difference. Issues like business ethics, reputation management, regulatory compliance and

information security are vital to us and our clients. In addition, we maintain our longstanding commitment to issues such as human rights, access to justice, access to finance, and promoting the legal and regulatory frameworks that uphold the rule of law. It is in such areas, working closely with our clients and NGO partners, that we believe we can have the greatest impact. Our people are strongly motivated to support work in those areas where they see they can make a very tangible difference.

Matthew: Going back to the theme of collaboration, what is clear is that our clients, who are engaged with exactly the same challenges as us, are increasingly looking to work with organisations that share their >



“Our people are strongly motivated to support work in those areas where they see they can make a very tangible difference.”
Malcolm Sweeting, senior partner

> values. Values-based collaboration is an important and growing trend.

In what sense are we bringing the ‘outside’ in, identifying and addressing societal inequalities where they may exist in the firm?

Matthew: Equality, inclusion and diversity are important business issues for us and for our clients. We are committed to creating a safe, inclusive workplace where people can bring the broadest range of experience, skills and perspectives to find the best solutions for our clients’ most pressing concerns.

If you take, for instance, SDG 5, we are committed to improving our gender balance in the partnership and, by collaborating with other leading organisations, to promoting the role of women in business. Issues such as promoting inclusivity and social mobility,

helping our people build resilience, and widening and developing our talent pool, are incredibly important to the firm.

We believe ‘difference’ is a powerful asset, but, at the same time, we need to ensure that everyone has a voice and enjoys the confidence to be the best they can be.

Malcolm: Clearly, as a firm, we recognise that we need to be doing more, both in making Clifford Chance the best employer it can be, but also in working together with others to address the big issues facing us all. These are not easy issues, and it is important that we continually challenge ourselves to meet the very high standards that we have set. This Responsible Business Report and the targets and progress shown at the back of the report are an important step in being both transparent and accountable in our progress.

Doing business

Strategic focus:

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

Benefits to clients:

Service informed and defined by the highest standards of professionalism, ethics and risk management.

Benefits to the firm:

Builds trust and confidence in all stakeholders. For more information see page 8.

DOING BUSINESS

People

Strategic focus:

We realise the potential of our people by creating a safe, healthy and inclusive workplace, and by broadening our skills and experience.

Benefits to clients:

Better understanding and better advice.

Benefits to the firm:

Attract, retain and develop high-quality people. For more information see page 14.

PEOPLE

ENVIRONMENT

Environment

Strategic focus:

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

Benefits to clients:

Meet expectations of environmental sustainability.

Benefits to the firm:

Demonstrates commitment to environmental issues. For more information see page 30.

Community

Strategic focus:

We partner to support our community by widening access to justice, finance and education.

Benefits to clients:

Project collaboration strengthens relationships.

Benefits to the firm:

Broadens experience, develops skills. For more information see page 22.

COMMUNITY

DOING BUSINESS

We share our clients' commitment to acting responsibly. We are committed to promoting market-shaping practices in relation to ethics, professional standards and risk management. This means being robust in the way we manage our own risk and compliance, and it also means undertaking client and pro bono work that supports legal and regulatory frameworks, encourages ethical behaviour and builds sustainable, successful economies, always upholding the rule of law.

WORKING TOGETHER TO THE HIGHEST ETHICAL STANDARDS

Chris Perrin, executive partner and general counsel, and Bahare Heywood, head of international compliance, discuss the importance of ethics and how we are working with our stakeholders to develop our thinking in this area.

Ethics underpin the firm's culture of personal responsibility. We are committed to creating a standard of conduct for all our people that goes beyond the letter of the law to its spirit. Ethical considerations determine which organisations the firm is prepared to work for and how we advise our clients.

We know, through ongoing conversations with our clients, that doing business ethically is as important to them as it is to us. We understand that they want to 'do the right thing' and are deeply conscious of the

damage that can be inflicted upon their reputation when they fall short of the highest ethical standards. Numerous controversies over recent years have highlighted the risks when an organisation may act lawfully, but steps the wrong side of an ethical line.

We have two important concerns when developing the ethical standards by which we expect our people to think and act.

The first is to create a set of standards that have global application. Because ethics are, >

We need to debate the issues internally, and with clients, to bring out contrasting attitudes.

> in some ways, relative to their cultural setting – something that may be criticised in one jurisdiction may not draw attention in another – it is important that our lawyers always hold themselves to the highest possible standards. This approach has even greater importance in a climate where extra-territorial rules introduced in one jurisdiction require compliance from everyone in the firm.

We are ideally placed to work through these issues and bring awareness of them to clients. As a global firm, we have an unparalleled exposure to these differing perceptions.

The second consideration is how best to keep a live understanding of ethical issues at the forefront of our people's minds. We need to debate the issues internally, and with

clients, to bring out contrasting attitudes. Through collaboration with internal and external stakeholders, we develop ethical training, which recognises that issues are not always straightforward, that responses can be coloured by personal opinion, and that those responses can change with time.

We are developing innovative training that engages and challenges our lawyers on thorny ethical issues. The training will be interactive, fostering discussion and providing insight.

We understand that ethical issues are difficult; sometimes there are no simple answers. Our aim is to equip our lawyers to judge what is right and find the courage to act on their decisions, and to help our clients do the same.

A TRULY INTERNATIONAL ARBITRATION INSTITUTION

Together with leading arbitration experts, international and domestic businesses and the Maharashtra provincial government, Clifford Chance helped to develop the Mumbai Centre for International Arbitration (MCIA), India's only truly international arbitration institution.

Parties litigating in India face severe delays. According to government figures, in May 2017 there were more than 60,000 cases awaiting trial in the Supreme Court*. There is an obvious need for a credible, international alternative to the slow-moving court system, but until very recently – despite the growing trend for parties arbitrating in Singapore or London – there were no local options.

In June 2015, Clifford Chance dispute resolution partner Nish Shetty was approached by the Maharashtra government to help establish an international arbitration centre in Mumbai. For the new arbitration centre to be successful, it had to be independent from

government and commerce, with a strong governing body made up of Indian and international experts, which could offer local and global insight. Its arbitral rules needed to embody international best practice, while ensuring that its cases were resolved faster than those in the domestic courts, a crucial consideration for Indian parties.

It was clear that international collaboration would be key to achieving this goal, so to help draft the rules, the team appointed a committee of pre-eminent arbitration practitioners, drawn from India and the rest of the world. The committee was co-chaired by Nish and Vyakpak Desai, an arbitration >

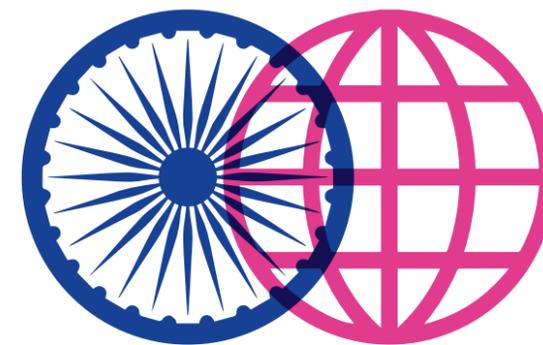
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> partner at Indian firm Nishith Desai & Partners, and included the former chairs of the ICC Court of Arbitration and the Singapore International Arbitration Centre. Its members

worked together to tailor the rules to the needs of the institution, focusing strictly on provisions that encourage speed and efficiency, such as a time limit for the tribunal to make an award.

Several members of the drafting committee subsequently became members of the MCIA Council, achieving the balance between domestic and international experts.

The centre was launched in October 2016 and will host its second annual conference in November this year. The event will attract leading arbitration practitioners across the world and explore the changing face of arbitration in India. Reflecting on the institution's development, Nish said: "The MCIA heralds a new dawn for international arbitration in India. I am truly hopeful that it will bring great benefits in terms of foreign investment, interesting work for Indian arbitrators and counsel, and a far more efficient and timely resolution of disputes."



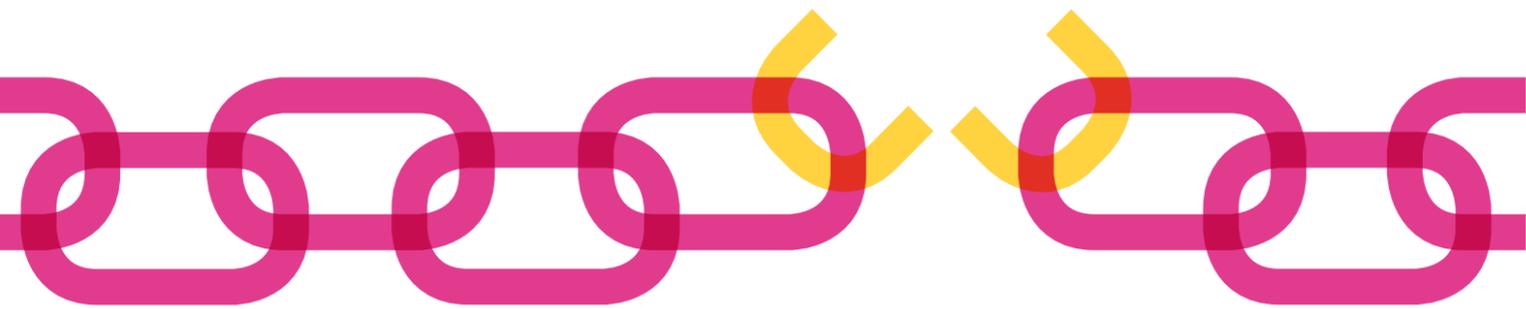
*Source: Supreme Court of India

UNITING AGAINST HUMAN TRAFFICKING

Together with Liberty Asia, Clifford Chance lawyers in Hong Kong are working to eradicate modern slavery and human trafficking.

Liberty Asia works with NGOs, corporates and financial institutions to combat human trafficking through law and the use of technology. Clifford Chance shares these goals; we are committed to providing strategic pro bono advice that promotes peace, justice and strong institutions for the rule of law. We have collaborated with Liberty Asia since its foundation in 2013, providing legal expertise in support of our shared objectives.

In March 2017, associates Michael Weaver and Nicholas Turner partnered with Liberty Asia to produce a high-level report comparing anti-money laundering (AML) legislation and reporting requirements for suspicious transactions in 18 jurisdictions, including Australia, Hong Kong, Indonesia, Singapore, Thailand, the UK and the US. Suspicious transaction reporting by financial institutions enables law enforcement to identify and take action against human trafficking enterprises. >



Nicholas Turner, Michael Weaver and Archana Kotecha

> The report shines a light on the variety of approaches in Asia, Europe and North America, and demonstrates the need for increased consistency across Asian jurisdictions. It also highlights the importance of clear guidance for financial institutions to increase understanding of reporting requirements and human trafficking “red flags”.

To this end, Michael and Nicholas have teamed up with Liberty Asia to raise awareness through events and training. Together, they have provided a number of seminars on the UK Modern Slavery Act to banking clients, and recently co-hosted a well-attended presentation on the crucial role played by financial institutions and AML regulators in combating human trafficking

through suspicious activity reporting. The presentation, ‘Breaking the chains of slavery in Asia through stronger AML rules’, expanded on the themes identified in their AML report.

Archana Kotecha, head of legal at Liberty Asia, said: “Our partnership with Clifford Chance has been invaluable in understanding the interface of AML legislation and human trafficking activities across a range of jurisdictions. We continue to partner with Clifford Chance to progress the awareness and understanding of trafficking as a crime of many crimes and firmly believe that our joint efforts have resulted in a greater awareness and understanding of the issue in HK and beyond.”

PARTNERING TO PROMOTE INTEGRITY

Together with Citi, we are helping tech developers from around the world to develop breakthrough solutions that promote integrity and fight corruption.

Clifford Chance is a strategic ally of Citi’s Tech for Integrity Challenge, a global open innovation competition that encouraged technology innovators from around the world to create cutting-edge solutions to increase transparency and accountability, promote integrity and fight corruption, a major cause of inequality and injustice worldwide.

The challenge focused on innovations that enable governments to better manage a range of processes, including detecting and blocking illicit payments, protecting financial data and helping deliver aid to poor or crisis-hit regions.

Alongside other strategic allies, including Facebook, IBM and Mastercard, we are volunteering legal expertise on topics such as financial crime and financial regulation as part of a virtual accelerator programme to help participants enhance their competition submissions. We are also providing tailored advice and legal and regulatory training for selected finalists.

Colleagues across multiple offices have joined forces to support the initiative. In March 2017, we hosted a successful launch event in London, with panel discussions on current and future risks to the financial ecosystem, and the utilisation of technology >



Komal Raina Desaraju, Brian Harley and Jamie Andrew at a Tech for Integrity Challenge event in Dublin

Contributing to sustainable economic growth is a vital part of Clifford Chance’s commitment to being a responsible business.



> to tackle threats. We have helped to deliver an international education programme, including webinars on legal and regulatory considerations in Asia Pacific and Europe, conducting business in Africa and the Americas, fintech in the Middle East and global private procurement. Our people have also served as judges for the competition in Abu Dhabi, Dublin and Singapore.

Contributing to sustainable economic growth is a vital part of Clifford Chance’s commitment to being a responsible business. Partner André Duminy said: “Helping to protect the integrity of large parts of the financial services sector has been one of our key roles as a firm, and we see this initiative as building on that long history. The developments in how firms and customers operate, in a heavily regulated sector that is being disrupted by new technology, has the ability to positively change everything for everyone. This initiative is building solutions that will make the future safer and more secure.”

PEOPLE

We are committed to realising the potential of our people. We believe that the best teams are diverse and inclusive, and that people flourish in an environment where they are supported in expanding their careers and developing their resilience.

Our focus on inclusivity, development and wellbeing enables us to deliver better understanding and better advice to our clients, and ensures that we continue to attract, retain and develop the highest quality people.

BUILDING OUR NETWORKS

Our networks play an important role in supporting our strategy of building an inclusive workplace.

Matt Fairclough, Asia Pacific partner for LGBT+ network Arcus explained: "Networks in the firm demonstrate our commitment to building an inclusive and supportive culture that recognises we will be more successful and confident when we act together."

"Networks, both internal and with clients and external stakeholders, play an important role in the success of Clifford Chance. They bring people together and help them to achieve a greater impact than they could accomplish on their own. They build communities of

common interest and shared values, and they have a vital role in influencing decision-making and shaping the future agenda on key issues. Networks are important agents of change."

Role models

Our networks play a vital part in ensuring that we have a diverse range of role models at the firm to inspire and mentor our people, whatever their aspirations or background. >

by partner Melissa Fogarty, herself a volunteer role model for those considering the 'path to partnership'.

Our people often act as role models in an external, as well as an internal, capacity. For example, earlier this year, women's network members from around the firm came together with GCs in our alumni network and *The Legal 500* to produce 'Advice to my younger self', a series of interviews in which successful senior women lawyers reflected on their career journeys and shared

their experiences to inspire and guide the next generation.

In December, partner Jenni Hill spoke at the Perth Women in Leadership Summit on the topic of 'Accelerating the conversation – Fostering female talent to become women leaders of the future'. In Singapore, Melissa Ng took part in a panel discussion considering the role of gender diversity in creating successful boards, organised by the Singapore Institute of Management Global Education Industry Forum. >>



London Women's Network International Women's Day event

Our networks play a vital part in ensuring that we have a diverse range of role models at the firm to inspire and mentor our people.

> Our Asian and Pacific Islanders Subcommittee in the US, which was first formed in 2005, has adopted a new focus to encourage, in particular, first-year associates to build their peer networks so they can take the next step in their careers.

As well as putting on events for members to exchange career experiences and build informal mentoring relationships, our Washington D.C. office is partnering with the Asian Pacific American Bar Association Educational Fund to promote diverse role models for student lawyers of Asian and Pacific Island origin, thereby encouraging the next generation of lawyers from these communities.

Our London Women's Network launched its role models network as part of celebrations for International Women's Day in March this year. About 80 women and men of different ages, backgrounds and seniorities attended the event, which was opened

>> Focusing on inclusivity

The firm is committed to building a best team culture based upon inclusivity and benefiting from a richness of views from a diverse range of backgrounds. Several of our networks have collaborated on initiatives exploring intersectional identities – identities that overlap a number of diversity characteristics.

In May, our Arcus network group for LGBT+ colleagues organised a lunch and learn event for London employees exploring the issue of mental health among the LGBT+ community. The event, which was held in association with Stonewall, Mind and Credit Suisse's Mental Health Awareness Group, was part of a series organised by Arcus on the theme of multiple identities.

In collaboration with the firm's Jewish Society and Islamic Community, Arcus invited Surat-Shaan Knan, a Jewish trans

man, to give a lunchtime talk about trans issues for transgender and gender-variant people of faith in the UK.

In the US, our Arcus and Black & Latino groups organised a visit to El Museo del Barrio in New York to view an exhibition of drawings, photographs and illustrations by the renowned Puerto Rican fashion artist Antonio Lopez. The tour included a discussion on the artist's exploration of race, gender and the body.

Acting as allies to all of our colleagues is equally important to us. In April, our New York office hosted an allies-themed event with Todd Sears, the founder of Out Leadership, a strategic advisory firm which works to extend equality for LGBT+ people worldwide. Todd spoke with our US partners about diversity generally, its importance to our clients and the role that allies can play in promoting a more inclusive culture at work.

We are proud that our people are regularly recognised for their contribution to diversity...

We are proud that our people are regularly recognised for their contribution to diversity. Our global managing partner Matthew Layton features on the 2016 OUTstanding Leading Ally Executives List presented by the Financial Times, and our Amsterdam managing partner, Jeroen Ouwehand, was honoured as Most Effective Ally at the Workplace Pride 2016 Autumn Ball Leadership Awards.

Learning with peers

Networks offer invaluable opportunities for individuals to learn from each other.

Our London BME Network has introduced a three-part coaching programme for its members and is organising a training event for the firm's senior management to increase awareness and understanding of BME issues. >

>> In Amsterdam, we hosted a session on gender diversity with Dr Paola Cecchi-Dimeglio, Chair of the Executive Leadership Research Initiative for Women and Minorities Attorneys at the Center for the Legal Profession at Harvard Law School, who writes and speaks about diversity and diversifying the next generation of leaders. She will be working closely with the Amsterdam office during the upcoming months to improve its performance in the area of gender diversity.

Offering career support

Clifford Chance is taking a leading role in an initiative to build community and create networks for veterans entering legal practice in the US.

CliffVets was founded at the end of 2016 by Tim Cornell, a partner in our Washington D.C. office and former US Navy officer, Ben Lee, an associate in New York and former >>>



We believe that veteran attorneys bring a unique skill-set that aligns with the firm's values of client service.

...Our global managing partner, Matthew Layton, features on the 2016 OUTstanding Leading Ally Executives List presented by the *Financial Times*.

> Co-founder Chinwe Odimba-Chapman is committed to encouraging community and advocacy. She explained: "Roy Appiah and I co-founded the network because we believe we need a forum for BME employees to exchange ideas, raise awareness and influence the firm's policy and agenda at all levels of the London office. It has provided invaluable opportunities for BME employees to network internally and with external BME networks."

Our networks often collaborate with other leading organisations to bring outside ideas in. Our Hong Kong Women's Network partnered with the legal team at a leading global investment bank on two Rising Female Lawyers events, including hosting a roundtable discussion for about 25 senior women on challenges faced by millennials in the workplace. Participants shared thoughts, ideas and solutions on such topics as career development and achieving a work-life balance. >>



>>> US Army officer, and Philip Lockwood, an associate in Washington D.C. and a Canadian Armed Forces non-commissioned officer. It is supporting the National Federation of Law Student Veterans and sponsoring key events, such as the first Veterans Conference for T14 (top 14) law schools, which took place in June 2016.

veteran attorneys translate their service-skills to large firms and to civilian attorneys looking to understand the value-add of veteran attorneys. Lastly, we realise there is a tremendous interest in Clifford Chance to participate in veteran-related pro bono activities and we wanted to help co-ordinate some of those efforts."

The Federation aims to unite the dozens of student veteran groups across law campuses in the United States to enable junior lawyers to build career networks, develop employment connections, and encourage pro bono work on behalf of veterans.

On CliffVets and its initiatives, Philip said: "First, and most important, we believe that veteran attorneys bring a unique skill-set that aligns with the firm's values of client service. Second, we want Clifford Chance to participate in the conversation of helping

CREATING A CULTURE OF DEVELOPMENT

Together with colleagues, clients and local lawyers, we are creating a multi-layered training programme focusing on our Singapore hub.

Our Singapore office is expanding significantly, as it reinforces its position as a hub for work across South East Asia, with the number of partners doubling over the past five years. To equip our people with the confidence and skills they need to succeed in this dynamic and fast-moving geography, we have been growing our regional training offering. Partners Paul Landless and Andrew Hutchins are playing a leading role in driving the initiative in

collaboration with clients and colleagues from Singapore and across the region.

A cornerstone of the programme is cross-practice sessions, which create a forum for exchanging perspectives and building internal networks. Another priority is bringing outside voices in through regular sector training, where clients talk to our people about the challenges and opportunities they see in the market. >

SHINING A LIGHT ON GENDER PARITY IN MENA

Working with local counsel across 16 jurisdictions in the Middle East and North Africa (MENA) region, we carried out a pro bono legal research project into constitutional, employment and social laws applicable to women in the workplace.

As a signatory of the Women's Empowerment Principles, Clifford Chance is committed to empowering women in business and in the community. With a focus on increasing access to justice and economic empowerment, the report considered workplace laws in Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, the United Arab Emirates and Yemen.

The results presented a complex picture. All countries surveyed had either acceded to or ratified (with certain notable reservations) the UN Convention on the Elimination of All Forms of Discrimination Against Women.

In addition, most countries have provisions guaranteeing equality and non-discrimination for all citizens, and specifically non-discrimination on the basis of gender, in the relevant constitutions. However, in a >



WOMEN



Cross-practice sessions create a forum for exchanging perspectives and building internal networks.

> Paul explained: "We wanted to get people into a room together to foster a sense of collegiality to help us connect across different teams. One important aspect is providing associates with opportunities to present, which has definitely boosted confidence and satisfaction levels. It also helps embed the message that lawyers are not just here to give legal advice; you need broader skills and the confidence to share your ideas."

Andrew agreed: "Putting in place a more formal training structure has helped to ingrain the idea that being a lawyer is about more than desk work. For example, at each

new joiner induction academy, we make sure every associate in our team has a speaking slot. We want to encourage a culture of development, where being good means being inquisitive."

An excellent example of this approach in action is the recent finance and capital markets induction training, which was delivered by Clifford Chance associates and attended not only by our own trainees and associates, but also by colleagues from other offices, junior members of client legal teams and lawyers from leading domestic firms in South East Asia.

> number of instances, different domestic laws continue to be applied to men and women in the workplace and in relation to access to justice.

And where legal protections for women exist, it is unclear whether these rights are being preserved in practice. For instance, certain jurisdictions maintain restrictions on travel and, for married women, the requirement of a husband's consent to work.

The results of the report were shared at a panel discussion hosted by the firm in Dubai to mark International Women's Day on 8 March this year. The event explored the barriers to gender balance in the workplace,

especially at senior levels, and considered the role of individuals, corporates and other organisations in achieving gender parity.

The panel consisted of Her Excellency Shamsa Saleh, Secretary General of UAE Gender Balance Council, and CEO of Dubai Women Establishment; Lubna Qassim, Executive Vice President, Chief Group General Counsel & Company Secretary, Emirates NBD; Bruce McAlister, General Counsel, GE Global Growth; Margaux Constantin, Associate Principal, McKinsey & Company; and Dr. Charlotte Karam, Associate Dean of Programs, Director of the KIP project, Olayan School of Business, American University of Beirut.

COMMUNITY



We partner to support the communities in which we operate. We undertake pro bono and community outreach programmes that strengthen the capabilities and build the capacity of the local community-based organisations and strategic NGO partners we work with. We partner to support our communities to widen access to justice, finance and education.

SUPPORTING OUR NETWORKS

With our people, our clients and our NGO partners we are creating new ways to work together to make a positive impact in the areas of widening access to justice, finance and education.

In 2016, global managing partner Matthew Layton invited everyone in the firm to sign up to join the supporters' network of one or more of our 18 global NGO partners, including organisations promoting human rights, children's charities, and those looking to alleviate poverty in developing countries.

By means of an online platform, with dedicated sites for each of the NGOs, supporters can learn more about their

chosen charities, receive news bulletins and details about supporter events, and offer their expertise and skills to support an NGO they are interested in. Since we launched the platform in June last year, more than 600 people across the firm have joined at least one network.

We believe these networks are a valuable tool in increasing the capacity of our NGO partners. Key projects on which we have >

“We have been able to provide employees with regular updates on the impact the firm’s support is making for children.”

>> strikes. For example, since Save the Children launched a search and rescue vessel in the Mediterranean in 2016, we have been able to provide employees with regular updates on the impact the firm’s support is making for children, sharing news of successful missions as they happen.” Pro bono and financial donations from the Clifford Chance Foundation supported Save the Children to procure, equip, and launch the Vos Hestia Search and Rescue Vessel.

To further build the capacity of these networks, we are looking at ways to gain the involvement of our clients. In December last year, we invited lawyers at one of our leading banking clients to join the networks with a presentation at one of their town halls. Since then, 19 lawyers have signed up to four networks and we have collaborated on a project for Fair Trials to identify remedies across the EU for people held unlawfully in pre-trial detention. >>>



Since we launched the platform in June last year, more than 600 people across the firm have joined at least one network.

> collaborated this year include freedom of expression in UK universities with Index on Censorship, universal jurisdiction and the prosecution of Syrian war criminals with Human Rights Watch, and a strategy review with Hope and Homes for Children. We have also developed three-way collaboration with Fair Trials and the Institute for Criminal Policy Research to consider what makes effective penal policy across 10 jurisdictions.

Isla Perry, Partnership Manager at Save the Children, endorses the initiative: “The supporters’ network provides a fantastic opportunity to connect with Clifford Chance employees directly. The network proves particularly critical when an emergency >>

>>> Tokyo-based associate Jack Oakley, who is part of the core relationship team working with Opportunity International, highlights the value of the networks: “The supporters’ portal has allowed lawyers from different offices within the firm to establish stronger connections by collaborating on pro bono work with multi-jurisdictional elements. For example, the firm’s Sydney, Jakarta and New York offices are advising OI in relation to the establishment of a microfinance debt fund, which will be used to provide small loans to people living in poverty who lack access to mainstream financial services. Similar inter-office collaboration is happening in the firm’s Perth, London and Continental Europe offices on behalf of Opportunity International.”

ACHIEVING MORE WHEN WE WORK TOGETHER

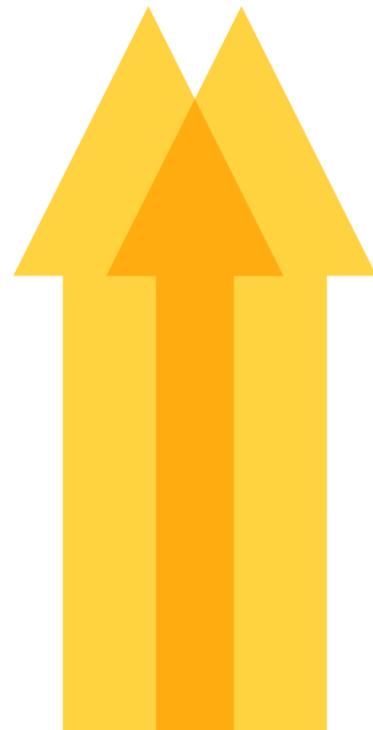
Together with City lawyers, NGOs and academics, we are supporting Advocates for International Development in the fight against poverty.

Its current focus is on the role that lawyers can play in supporting the SDGs and, in particular, SDG 16, which involves promoting the rule of law, both nationally and internationally, including equal access to justice for all. As part of this focus, Clifford Chance is collaborating with a number of law firms, NGOs and academics to produce a guide on the role of law in achieving the SDGs.

Advocates for International Development (A4ID) is an excellent example of what can be achieved when lawyers work together.

It was co-founded following the 2004 Indonesian Tsunami by lawyers from a number of firms, including Clifford Chance partners Roger Leese and Jessica Gladstone (then at Linklaters), with the aim of building a network of 1,000 peers supporting development and reconstruction. The project gained momentum and eventually became A4ID as it operates today – a fully established charity with an executive structure and full-time staff dedicated to involving lawyers in the fight against poverty. >

Advocates for International Development is an excellent example of what can be achieved when lawyers work together. Hundreds of charities are now partners of A4ID, and thousands of lawyers are part of its growing network.



> A4ID has three strands to its approach: it speaks up for the role that lawyers can play in international development through ground-breaking thought leadership; it acts as a talent brokerage, connecting charities and agencies to lawyers with the skills and experience required for particular tasks; and, finally, it develops education programmes for lawyers focused on business and human rights, international development, modern slavery, trade, finance, aid and the rule of law.

Hundreds of charities are now partners of A4ID, and thousands of lawyers are part of its growing network. Many of its members are working on pressing issues, which range from addressing the legal aspects of setting up charitable and NGO entities to helping resolve travel issues for charities and reviewing reports ahead of publication to manage risk.

WIDENING ACCESS TO FINANCE IN SPAIN

Playing our part to widen access to finance in the communities in which we operate. We use the resources of the firm, including providing financial legal advice, to promote financial sustainability for those in poverty, particularly in the field of microfinance.

Microfinance gives people access to small loans and other financial services, such as saving schemes and insurance, which have been traditionally denied to them, and fosters financial inclusion and entrepreneurship.

In Spain, which has been subject to high levels of unemployment since the financial crisis, we have been leading the development and

implementation of the microfinance sector to help citizens become economically independent.

Our microfinance group is working to promote the creation of a regulatory framework that strengthens legal certainty and guarantees access to European funds for those who have difficulties accessing basic financial services.

Our team has advised on the formation of the Spanish Microfinance Association, the principal voice for the sector in Spain, >



Our team has advised on the formation of the Spanish Microfinance Association, the principal voice for the sector in Spain.

> and we are also working with the Spanish Government to establish a microfinance law to regulate the sector in Spain and give more legal certainty to those involved.

In addition, Clifford Chance has played a key role in the incorporation and development of the first microfinance entity in Spain, Fundación Oportunitas, created in 2016.

Fundación Oportunitas brings together a network of social enterprises, institutions and companies, to provide microloans to people who cannot access traditional bank finance. In addition, it offers training and supports its users in their professional development.

Clifford Chance advised Fundación Oportunitas during its incorporation process and is currently advising the entity on the modification of its initial foundational structure to enable access by long-term investors. Spanish banks and other Spanish social funds have shown a keen interest in this project.

JUSTICE FOR ALL

Together with the world's leading NGOs, we are working to widen access to justice for all.

We participate in a wide range of schemes that give access to legal advice and representation to those who cannot pay for it. Our pro bono clients in this area range from individuals to NGOs fighting human rights and civil liberties cases in court, and undertaking advocacy and delivering frontline services.

Our Warsaw office has been co-operating for 10 years with the Helsinki Foundation for Human Rights (HFHR) – one of the largest

and oldest non-governmental organisations in Poland. Together, we have brought a number of milestone cases concerning human rights protection.

Marcin Ciemiński, Monika Diehl and Paweł Pogorzelski are representing the so-called 'unappointed judges' in proceedings before the European Court of Human Rights (ECHR). The case, which examines whether it is the President's obligation or right to appoint a judge, is one of the >

>> activities of UNHCR on a pro bono basis across the region. We are the only international law firm providing such support.

At a 'lunch and learn' session in our Hong Kong office, our lawyers and the bank's legal team looked at the rights to asylum of people entering Hong Kong (the special administrative region is not a signatory to the Refugee Convention 1951, even though both China and Macau are signatories). Another area of focus is whether a law

prohibiting refugees from working or volunteering in Hong Kong, with both employees and employers liable for violations, constitutes "inhuman and degrading treatment" under the Hong Kong Bill of Rights.

We also help UNHCR on an ad hoc basis, with some of its more intractable cases. For example, trainee Cecilia Chung and associate Michael Weaver successfully assisted in an application for a British

woman married to a Pakistani refugee to move to Ireland after the UNHCR was unable to find a suitable solution.

Our New York practice has fostered a decade-long partnership with My Sisters' Place (MSP), an organisation which works to end violence in domestic relationships and to fight human trafficking on women, men and children. America's regional managing partner Evan Cohen is a member of the Board of Directors of My Sisters' Place. >>>

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...range from individuals to NGOs fighting human rights and civil liberties cases in court, and undertaking advocacy and delivering frontline services.

> most demanding cases to have been conducted within the HFHR's Strategic Litigation Programme.

Sylwia Gregorczyk-Abram recently achieved success in a challenging human rights case concerning compulsory hospitalisation, securing the liberty of a person with a mental disability. She also acted pro bono for the applicants in an ECHR case concerning the breaking up of a Roma camp by the local authorities.

Sylwia is also co-ordinator of the project 'Advocates at the Border', a joint initiative by Polish advocates and NGOs helping Chechen families with pro bono assistance in applying for asylum in Poland at the border town of Terespol.

In Hong Kong, we are partnering with an international bank to jointly support the >>

>>> The firm funds a full-time legal Fellow who, in addition to providing direct client services, offers pro bono training and supervision to lawyers at the firm. A summer programme allows our junior lawyers to participate in formal training with MSP and to work on a range of pro bono cases.

An exciting development has been our recent collaboration with our client XL Catlin. The first collaboration in a series of pro bono initiatives began in the spring of 2016 when Fellow Anne O'Grady trained XL Catlin lawyers on a range of immigration issues. This initiative has been repeated in 2017. Following our introduction, XL Catlin, which has offices near to MSP's base in Westchester County, NY, is deepening its own ties with the charity.



Advocates at the Border

2013

2018

ENVIRONMENT

We collaborate with colleagues and other organisations to manage our environmental footprint and contribute to developing a more sustainable world. This means taking a proactive, global approach to measuring and reducing our consumption, working with our suppliers to understand the true scale of our impact and sharing our environmental legal expertise with clients and NGOs.

SUPPORTING TRANSPARENT REPORTING

Together, we are supporting transparency by preparing our environmental data for external verification.

All of our offices are dedicated to managing their environmental footprint. Some do this through technical improvements to their buildings. Others, where we are tenants, reduce their consumption through practical measures, such as switching off equipment not in use and participating in energy-saving initiatives like Earth Hour.

Our commitment is underpinned by a transparent reporting process, whereby every office submits its environmental data to be examined and aggregated. Information about our firm-wide progress is published annually in our Responsible Business Report.

This year, for the first time, we are partnering with consultancy Carbon Credentials to provide independent verification of the data collected in London, with the intention of rolling out a global process in future years. This will involve analysing the available electricity, gas, water, paper, waste, travel and courier mileage consumption from every office in the firm to confirm its accuracy and consistency.

External verification is a key step forward in supporting the transparency of our reporting and thereby developing our strategy for managing our footprint. It means that we can take proactive steps to continue reducing our impact, confident in the data informing our decisions.



SWITCHING OFF FOR EARTH HOUR

Together, more of our offices than ever before switched off their lights to celebrate Earth Hour.

25 March 2017 was the 10th anniversary of the World Wildlife Fund's Earth Hour – the world's largest demonstration of support for action on climate change. From the Sydney Opera House to the Eiffel Tower, cities, towns and communities across the world switched off their lights for an hour to show they care about the future of the planet.

Clifford Chance takes part in Earth Hour every year, as part of our commitment to reducing our environmental footprint. This year, 27 of our offices switched off – our highest number ever. We were pleased to collaborate with landlords and tenants in many of our shared buildings to achieve this record level of participation.

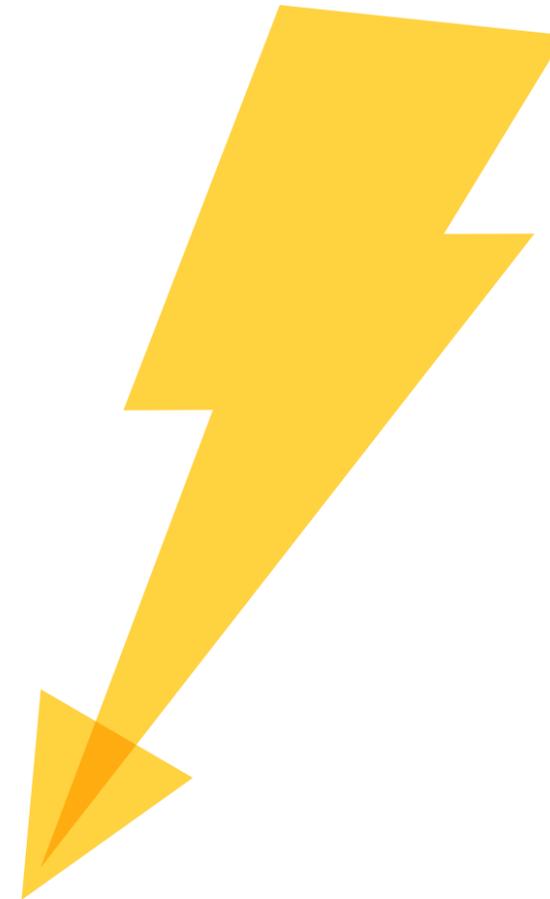
We were pleased to collaborate with landlords and tenants in many of our shared buildings to achieve this record level of participation.

PARTNERING TO IMPROVE ENERGY EFFICIENCY

Together with environmental experts, we are reducing our footprint in Canary Wharf.

In London, we are working with Carbon Credentials on a Collaborative Asset Performance Programme (CAPP) for our office in 10 Upper Bank Street, Canary Wharf. CAPPs use technology and employee engagement to identify easy, economical changes that will increase the environmental efficiency of building management systems.

Over the past two years, the office has seen a significant reduction in energy consumption. This is partly due to improvements made to equipment and processes, but is also a result of a temporary fall in the number of occupants. With the arrival of additional tenants on our



The facilities team is committed to finding innovative ways to continue reducing consumption.

sublet floors, the London facilities team is committed to finding innovative ways to continue reducing consumption.

The team began with a deep-dive audit of our building management system in early 2017, using data acquisition technology to collect information on the functioning of our building plant equipment. The audit revealed multiple opportunities for saving energy; for example, by recalibrating our air conditioning systems so they are more closely aligned to seasonal changes and core business hours. The total potential energy savings uncovered add up to a 5% reduction in consumption.

The team is continuing to invest in software and equipment to realise the full savings identified by the audit, working closely with colleagues, tenants and external consultants to make substantial, positive changes.

COLLABORATING FOR CLEAN ENERGY

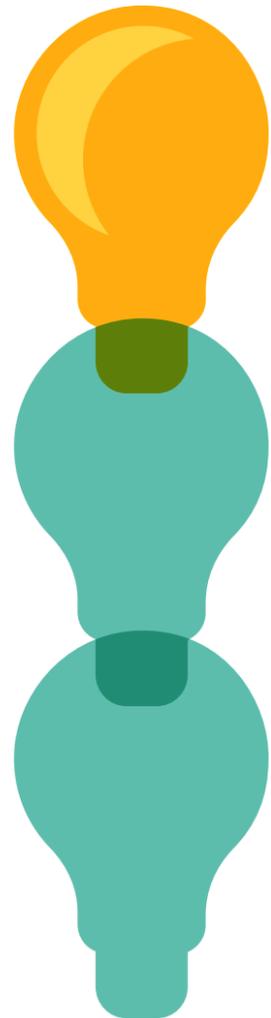
Together with strategic pro bono client FINCA International, we are working to promote affordable and clean energy solutions.

FINCA is a microfinance institution that supports more than 1.8 million community-level entrepreneurs around the world. Its goal is to reduce poverty by helping people in remote and rural areas to grow their assets, create employment opportunities and improve living standards. FINCA's work has demonstrated the power of market-based solutions to solve development challenges.

Millions of people in the developing world live without electricity. Alternative sources of

power are often expensive and polluting, and can have a significant impact on the wellbeing of those forced to rely on them. FINCA provides capital to social entrepreneurs who have created affordable and clean energy solutions for people that live on less than US\$4 a day.

We are proud to help FINCA with this work by contributing transactional expertise and experience in the sustainable investment sector. We recently provided pro bono >



The Amped US\$50 solar system can power three lights, a radio and a fan – allowing FINCA's clients to use it to run their businesses in the evening and enable their children to study at night.

> advice on its seed round investment in Amped Innovation, a clean technology start-up that is developing affordable off-grid renewable energy solutions, in particular small-scale generators, for developing-country markets. The team was led by our associate, Martin Menski, and involved finance and IP lawyers from Washington and New York.

The investment is an important step forward for FINCA's clean energy strategy. As well as providing start-up capital to Amped, FINCA will make responsible loans to customers to buy products like the Amped US\$50 solar system, which can power three lights, a radio and a fan. FINCA's clients use the solar system to run their businesses in the evening, enable their children to study at night and offer evening classes in schools.

Ami Dalal, FINCA's Vice President for Social Enterprise Innovation, said:

"For more than 30 years, FINCA has been a force for economic inclusion for the poor. We are using our experience in low-income markets to expand beyond microfinance to support innovative solutions across the energy, healthcare, and education sectors, partnering with the next generation of social enterprises. Clifford Chance is an important partner in furthering our mission of poverty alleviation. Their leadership and counsel on FINCA's investment in Amped Innovation was invaluable."

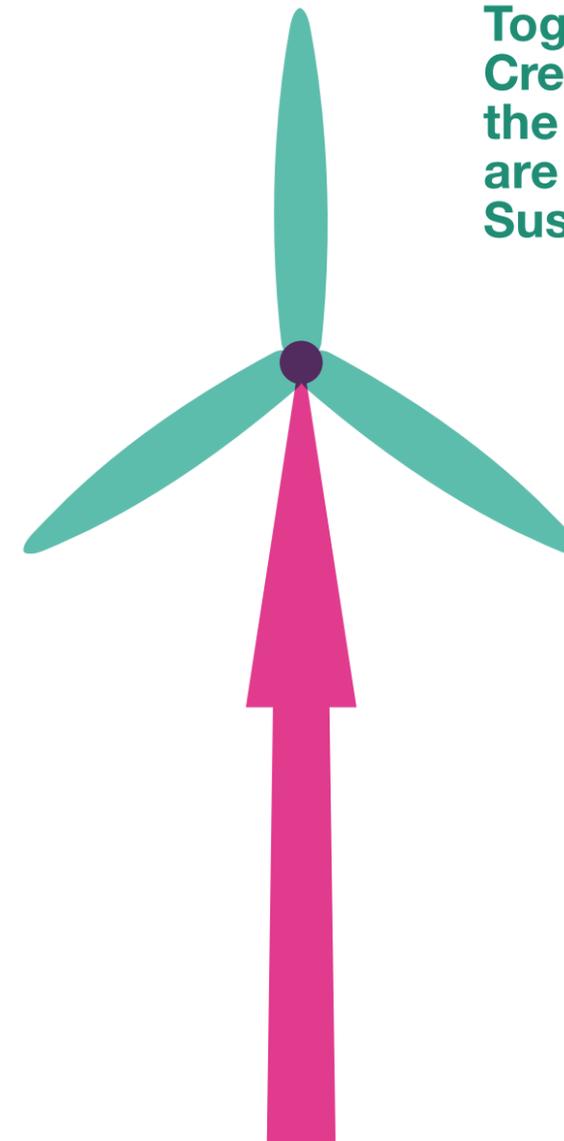
TEAMING UP TO SUPPORT SUSTAINABLE BUSINESS

Together with ING, Atkins Acuity, Credit Suisse, FMO, Sustainalytics and the UNDP-UN Social Impact Fund, we are providing advice and support to Sustainable Finance Collective Asia.

SFC Asia is a collaborative funding platform, established by a group of leading financial institutions in partnership with expert advisers on law, sustainability, and energy and infrastructure. Its mission is to fund projects which advance one of three key themes: sustainable energy, positive social impact and circular economy (the development and use of regenerative products).

Clifford Chance is committed to helping develop a more sustainable world by promoting responsible consumption and clean energy. We are proud to sponsor SFC Asia and have joined its expert panel, providing pro bono legal and strategic advice to new developers.

The platform, which launched at the Responsible Business Forum on Sustainable >



Together with ING, Atkins Acuity, Credit Suisse, FMO, Sustainalytics and the UNDP-UN Social Impact Fund, we are providing advice and support to Sustainable Finance Collective Asia.

> Development in November 2016, is the first of its type in the region. It is able to offer developers a range of finance options, including debt, equity, mezzanine, guarantees, currency and commercial covers. Another innovative feature is SFC Asia's panel of experts. The panel provides environmental, technical and social impact expertise to help businesses increase their sustainability and qualify for funding.

Clifford Chance is working closely with leading organisations in the financial, energy and sustainability sectors to support the initiative.

OUR COMMITMENTS

We are working to align our strategies, operations and organisational culture with the Sustainable Development Goals, the UN Global Compact Ten Principles and the Women's Empowerment Principles (WEPs). Engagement with these globally-applicable frameworks shapes our approach to doing business responsibly

and assists us in identifying opportunities to make a positive impact on the world. This report contains a number of examples of our work in support of our commitments.

We aim to report transparently on our targets and progress. To ensure our activity supports our overall goals, we have agreed objectives

for where we need to put our focus, in addition to maintaining ongoing programmes. We have prepared a Global Reporting Initiative index to support our reporting. This index is published on our website. It focuses on those indicators which we believe are most material to our business, based on discussions with our stakeholders.

MAPPING OUR OBJECTIVES TO THE SDGs

We believe that as a firm we have a strong record in making a contribution to progress towards a number of the SDGs, in particular goals 1, 2, 4, 5, 8, 10, 11, 15, 16 and 17 and we intend to continue to do so through to 2030.

The contribution that we seek to make in the communities around the world where we do business is particularly aligned with SDGs 4, 8, 16 and 17 and we will be reporting in detail on our contribution towards these goals.



UN Sustainable Development Goals – Global targets for 2030



SDG No. / Goal	Importance to Clifford Chance	Key objectives for Clifford Chance
1 – No poverty End poverty in all its forms everywhere	Medium	<ul style="list-style-type: none"> Embed a consistent, firm-wide culture of individual responsibility for Risk Management. Equip our people with the training and support to do the right thing, in the right way. Support external initiatives which promote responsible and ethical business practices. Ensure we have active and well-supported pro bono and community outreach programmes across the firm. <p>For Example: Widening access to finance in Spain, page 26</p>
2 – Zero hunger End hunger, achieve food security and improve nutrition and promote sustainable agriculture	Medium	<ul style="list-style-type: none"> Ensure we have active and well-supported pro bono and community outreach programmes across the firm. <p>For Example: Supporting our networks, page 23</p>
4 – Quality education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	High	<ul style="list-style-type: none"> Improve the alignment of our learning and development programmes with our vision and strategy. Ensure we have active and well-supported pro bono and community outreach programmes across the firm. <p>For Example: Creating a culture of development, page 19</p>
5 – Gender equality Achieve gender equality and empower all women and girls	High	<ul style="list-style-type: none"> Improve the gender balance in our partnership, so that women make up at least 30% of our partnership. <p>For Example: Shining a light on gender parity in MENA, page 20</p>
8 – Decent work and economic growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	High	<ul style="list-style-type: none"> Support external initiatives which promote responsible and ethical business practices. Improve the ethnic diversity of our firm. Improve the alignment of our learning and development programmes with our vision and strategy. Ensure we have active and well-supported pro bono and community outreach programmes across the firm. <p>For Example: Partnering to promote integrity, page 12</p>
10 – Reduced inequalities Reduce inequality within and among countries	High	<ul style="list-style-type: none"> Improve the gender balance in our partnership, so that women make up at least 30% of our partnership. Improve the ethnic diversity of our firm. Improve the alignment of our learning and development programmes with our vision and strategy. Ensure we have active and well-supported pro bono and community outreach programmes across the firm. <p>For Example: Justice for all, page 27</p>
11 – Sustainable cities and communities Make cities and human settlements inclusive, safe, resilient and sustainable	High	<ul style="list-style-type: none"> Ensure we have active and well-supported pro bono and community outreach programmes across the firm. <p>For Example: Teaming up to support sustainable business, page 34</p>
15 – Life on land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Low	<ul style="list-style-type: none"> Ensure we have active and well-supported pro bono and community outreach programmes across the firm.

SDG No. / Goal	Materiality	Key objectives
16 – Peace, justice and strong institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	High	<ul style="list-style-type: none"> Embed a consistent, firm-wide culture of individual responsibility for Risk Management. Equip our people with the training and support to do the right thing, in the right way. Support external initiatives which promote responsible and ethical business practices. Ensure we have active and well-supported pro bono and community outreach programmes across the firm. For Example: Widening access to finance in Spain, page 27
17 – Partnerships for the goals Strengthen the means of implementation and revitalise the global partnership for sustainable development	High	<ul style="list-style-type: none"> Increase focus on work that strengthens the impact made by our pro bono and community outreach clients. Increase the proportion of our pro bono and community outreach work that is undertaken for our global strategic pro bono and community outreach clients. Increase the proportion of our pro bono and community outreach work that is undertaken in the context of client collaboration. For Example: Achieving more when we work together, page 26



Human rights	Environment
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; Principle 2: and make sure that they are not complicit in human rights abuses.	Principle 7: Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; Principle 8: and encourage the development and diffusion of environmentally friendly technologies.
Labour	Anti-corruption
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; Principle 6: and the elimination of discrimination in respect of employment and occupation.	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

WOMEN'S EMPOWERMENT PRINCIPLES



The Women's Empowerment Principles

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination
3. Ensure the health, safety and wellbeing of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality

TARGETS AND PROGRESS

DOING BUSINESS 2016/17 Objectives	KPIs	Progress
Embed a consistent, firm-wide culture of individual responsibility for Risk Management.	Hold bi-annual global Office Managing Partner (OMP) and General Manager risk sessions. Hold annual OMP risk conference. Hold bi-annual Global MLRO meetings.	Bi-annual programme established with strong support. Third OMP full-day risk meeting held, with positive feedback. Bi-annual programme established with strong support.
Equip our people with the training and support to do the right thing, in the right way.	Update annual ethical training programme. Circulate monthly Professional Standards updates.	Undertook a full review of our approach to ethical training and piloted an innovative and market-leading new approach. Monthly updates sent out covering areas including dealing in shares and securities, MAR and working with external counsel.
Protecting our clients' confidentiality.	Run annual cyber awareness campaign for all employees globally. Establish network with key clients' security teams to share knowledge and challenges. Implement advanced technical controls to protect data from loss/theft (e.g. Data Leakage Prevention).	Our highest-profile campaign to date ran in October 2016 with high levels of engagement. We are in regular dialogue with clients about information security. More proactive engagement is on hold while we develop our wider client engagement programme. Data Leakage Prevention tool rolled out to the majority of the firm's desktops. Trials underway to understand its wider application.
Support external initiatives which promote responsible and ethical business practices.	Putting in place an anti-slavery policy and programme.	Anti-slavery policy adopted and published. Our anti-slavery programme is overseen by a member of the firm's Compliance team with day-to-day responsibility for ensuring that we meet our goals.

DOING BUSINESS 2017/18 Objectives	KPIs
Embed a consistent, firm-wide culture of individual responsibility for Risk Management.	Complete a refresh of our Risk Management Framework, linking risk to the firm's strategy and providing a consistent process for managing risk across the firm. Hold a conference for Compliance colleagues from around the network, providing guidance, training and an opportunity to share best practice.
Equip our people with the training and support to do the right thing, in the right way.	Roll out innovative and market-leading approach to ethical training.
Protecting our clients' confidentiality.	Continue to mature our cyber controls to counter the evolving threats against our business and the data we hold on behalf of our clients, including evaluating new technologies and solutions. Run annual cyber awareness campaign for all employees globally. Review all aspects of the firm's data management and, in particular, how we handle personal data, including all processes, to ensure we are compliant with the General Data Protection Regulation and other applicable privacy laws.
Support external initiatives which promote responsible and ethical business practices.	Join and actively engage with the Institute of Business Ethics. Increase our understanding of business and human rights by collaborating with A4ID and other civil society organisations in relation to specific programmes in East Africa and India, and with a particular focus on the extractives industry.

COMMUNITY 2016/17		
Objectives	KPIs	Progress
Ensure we have active and well-supported pro bono and community outreach programmes across the firm; ensure a particular focus on the US and Africa.	<p>Establish new 'NGO Supporters Network' internally for our global strategic pro bono and community clients; levels of participation in the Network.</p> <p>Number of significant new pro bono mandates in the US and Africa.</p> <p>Number of client collaborations.</p>	<p>Networks have been established for all 18 global strategic pro bono and community outreach clients; participation ranges from 7 people to 249 people. The average network size is 129 people (2015/16: no supporters' networks).</p> <p>US: 63; Africa: 17.</p> <p>US: 7; Africa: nil.</p>
Increase focus on work that a) enhances the capabilities of our people to deliver high-value mandates and b) strengthens the impact made by our pro bono and community outreach clients.	<p>The number of our people who are serving on the boards of not-for-profit organisations.</p> <p>The number of people who are helped by the NGOs we work with as a result of our support for them.</p>	<p>138 people from 20 offices, sitting on the boards of 179 organisations (2015/16: 98 partners from 17 offices on the boards of 97 organisations).</p> <p>182,517 people helped.</p>
Increase the proportion of our pro bono and community outreach work that is undertaken for our global strategic pro bono and community outreach clients.	<p>Progress towards the target of having 20 global strategic pro bono and community outreach clients.</p> <p>The proportion of our overall funding that goes to our global strategic pro bono and community outreach clients.</p> <p>The proportion of all the pro bono work done by our lawyers and business services that is undertaken for our global strategic pro bono and community outreach clients.</p>	<p>We have 18 global strategic pro bono and community outreach clients (2015/16: 16 global strategic pro bono and community outreach clients).</p> <p>£650,000/50% of the of the Clifford Chance Foundation annual funding.</p> <p>6.26%.</p>
Increase the proportion of our pro bono and community outreach work that is undertaken in the context of client collaboration.	The number of clients with whom we collaborate and the number of initiatives with them.	61 active collaborations with 26 clients; ongoing discussions with 6 further clients about developing collaboration (2015/16: 55 collaborations with 25 clients).
To further professionalise the team structures through which we deliver our pro bono and community outreach support.	The proportion of our pro bono client teams that are appropriately constituted and fulfilling the expectations we have set for service delivery.	All the global strategic pro bono and community outreach client teams are partner-led, with core teams comprising of senior associates and business services. We have introduced a formal annual relationship review process, enabling us to capture and action client feedback.
To improve our understanding of the contribution our pro bono and community outreach work can make towards the development of our people.	Completion of a consultation process with practice areas in order to identify the skills their lawyers need to acquire to become more effective and well rounded.	Completed in London.

COMMUNITY 2016/17		
Objectives	KPIs	Progress
Assess the return on the investment we make in our communities and identify how we can further scale its impact.	<p>Completion of an analysis of:</p> <p>The number of FTE employees dedicated to the delivery of our pro bono and community outreach resource.</p> <p>The in-kind and direct financial investment in our pro bono and community outreach work.</p> <p>The impact achieved by our pro bono and community outreach investment.</p>	<p>7.2 FTE + 1 apprentice (2015/16: 6.2 FTE + 1 apprentice).</p> <p>£28,619,413.</p> <p>Our investment has enabled:</p> <p>a) our lawyers to do 63,837.37 pro bono hours, a 17% increase on 2015/16</p> <p>b) 182,517 people to be helped</p> <p>c) an increase in the number of client collaborations</p> <p>d) a significant impact to be achieved through our strategic pro bono and community outreach relationships.</p>

COMMUNITY 2017/18	
Objectives	KPIs
Ensure we have active and well-supported pro bono and community outreach programmes across the firm; ensure a particular focus on the US and Africa.	<p>Number of new pro bono mandates in the US and Africa.</p> <p>The number of clients with whom we collaborate in the US and Africa.</p>
Increase focus on work that a) enhances the capabilities of our people to deliver high-value mandates and b) strengthens the impact made by our pro bono and community outreach clients.	<p>The number of our people who are serving on the boards of not-for-profit organisations.</p> <p>The number of people who are helped by the NGOs we work with as a result of our support for them.</p> <p>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.</p>
Increase the proportion of our pro bono and community outreach work that is undertaken in the context of client collaboration.	The number of clients with whom we collaborate.
To improve our understanding of the contribution our pro bono and community outreach work can make towards the development of our people.	The number and size of mandates where skills enhancement is recognised as one of the returns and the number of people involved in those mandates.
Assess the return on the investment we make in our communities and identify how we can further scale its impact.	<p>The in-kind and direct financial investment in our pro bono and community outreach work.</p> <p>The number of people who are helped by the NGOs we work with as a result of our support for them.</p>

PEOPLE 2016/17		
Objectives	KPIs	Progress
Improve the gender balance in our partnership so that women make up at least 30% of our partnership.	% of women partners globally and by region.	Globally, women now make up 18% of our partnership, with APAC at 31% and London at 20%.
Improve the ethnic diversity of our firm.	<p>Improve partner self-reporting on ethnicity.</p> <p>Investigate how data on the diversity of our population can be better collected and more meaningfully collated.</p>	<p>There has been a small improvement in the number of partners self-reporting across our offices in London and the Americas (1%).</p> <p>We have considered how best to gather and present information on ethnic diversity across the regions in which we operate and will be proposing a new reporting framework for partner promotion in relation to impact on ethnic diversity in the partnership. We plan to implement this framework in 2018.</p>
Improve the alignment of our learning and development programmes with our vision and strategy.	<p>Launch the new Learning Management System.</p> <p>Review the full suite of programmes currently provided, including technical, commercial and soft skills development to ensure they support the firm's priorities and potential future demand for more agile careers.</p>	<p>We successfully launched the new Learning Management System.</p> <p>This review is ongoing. Its findings are reflected in our 2017/18 KPIs.</p>
Support our people in increasing their resilience.	<p>Global deployment of our Employee Assistance Programme.</p> <p>Internal awareness-raising programmes globally about the importance of wellness and resilience.</p> <p>Evaluate what we can learn from existing successful programmes and then introduce these programmes in new markets.</p>	<p>We successfully deployed our Employee Assistance Programme globally.</p> <p>Wellness and resilience awareness-raising programmes are now taking place in an increased number of offices. We are working to improve inter-office communication in relation to resilience to improve the co-ordination of our approach.</p>

PEOPLE 2017/18	
Objectives	KPIs
Improve the gender balance in our partnership so that women make up at least 30% of our partnership.	<p>Continue to advance towards the 30% gender balance target and publicly report progress.</p> <p>Increase the number of gender parity networks within the firm and improve communication between local office networks.</p>
Improve the ethnic diversity of our firm.	Establish a reporting framework for the impact of partner promotions on ethnic diversity in the partnership.
Improve the alignment our learning and development programmes with our vision and strategy.	<p>Revise the business and technical skills framework and re-align the appraisal system against the revised skills.</p> <p>Refresh the Career Development Partner mentoring scheme.</p>
Support our people in increasing their resilience.	<p>Report on the use of the Employee Assistance Programme globally.</p> <p>Continue to embed a more global approach to wellness and resilience awareness-raising programmes.</p>

ENVIRONMENT 2016/17		
Objectives	KPIs	Progress
Reduce our CO2 emissions.	Decrease our Scope 1 & 2 (electricity & fuel) CO2 emissions per FTE by at least 5% from the 2012/13 baseline by the end of 2017/18.	Scope 1 & 2 CO2 emissions per FTE have decreased by 33.78% from the 2012/13 baseline.
Reduce the impact of our paper consumption.	<p>Reduce paper consumption by 10% per FTE from the 2012/13 baseline by end 2017/18.</p> <p>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.</p>	<p>Paper consumption per FTE has decreased by 10.37% (number of reams per FTE in 2012/13 was 44.63 compared to 40.00 in 2016/17).</p> <p>28 offices state they use either a paper type with a percentage of recycled content or showing a low carbon footprint (2012/13: 20).</p>
Increase levels of recycling within the firm.	<p>Every office, where possible, to recycle at least 30% of general waste by 2017/18.</p> <p>Every office, where possible, to recycle at least 50% of office paper waste by end 2017/18.</p>	<p>35 offices separate at least 1 and up to 14 types of waste for recycling.</p> <p>34 offices are currently meeting the requirement of recycling paper (2012/13: 32).</p>

ENVIRONMENT 2017/18	
Objectives	KPIs
Reduce our CO2 emissions.	Decrease our Scope 1 & 2 (electricity & fuel) CO2 emissions per FTE by at least 5% from the 2012/13 baseline by the end of 2017/18.
Reduce the impact of our paper consumption.	<p>Reduce paper consumption by 10% per FTE from the 2012/13 baseline by end 2017/18.</p> <p>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.</p>
Increase levels of recycling within the firm.	<p>Every office, where possible, to recycle at least 30% of general waste by 2017/18.</p> <p>Every office, where possible, to recycle at least 50% of office paper waste by end 2017/18.</p>

“We believe that together, by building partnerships based on finding common objectives and fostering trust, we can achieve more.” Matthew Layton, Clifford Chance global managing partner

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