

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

DIVERSITY & INCLUSION
CLIFFORD CHANCE

JANUARY 2020

DIVERSITY & INCLUSION

OUR VISION AND STRATEGY

Our global strategy focusses on three areas: In our firm, with our clients and in the world. We aim to design inclusion strategies for our clients, within our firm and in wider society.

At Clifford Chance we understand that diversity and inclusion are good for our staff and their families, our firm and our clients, and society.

We see inclusion as an intrinsic value of our firm. It is a matter of justice. It is also a core part of our identity. Our history as a firm has been anchored in innovative and diverse cultures and approaches which have both disrupted traditional attitudes and set global standards.

In line with this core value we devise and implement innovative strategies in three strands:

Our Firm

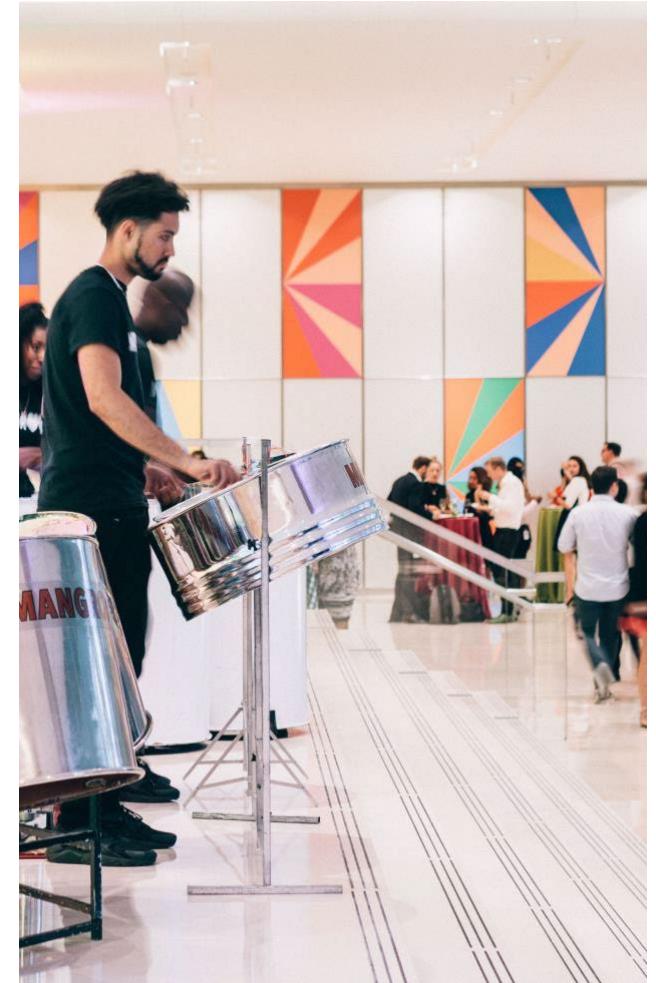
Our goal is to deliver an equality of opportunity, an equality of aspiration and an equality of experience to everyone who works in our firm. We recognise that a true diversity of talent and experience is an essential ingredient in our success. To be the global law firm of choice in this area we need to be leaders.

Our Clients

Our combined expertise around risk, employment, change strategy and pro bono provides our clients with world class strategic advice on inclusion.

In the World

Our goal is to use our expertise to help realise our values on inclusion across society. We believe that for our values to be real we must be prepared to use our skills to champion and deliver them.



DIVERSITY & INCLUSION

KEY AREAS OF FOCUS AND HOW WE ADDRESS THESE

Our key areas of focus are:

- Continuing to support our target of 30% women in the Partnership
- Improve the ethnic diversity of our firm
- Delivering inclusion throughout society

Acting

Clifford Chance has assembled a team of international experts on employment law, campaigning and strategic planning to develop a suite of services and strategic analysis to help the Firm and our clients realise their inclusion goals.

Some examples of our actions are highlighted here, we would welcome the opportunity to discuss these and other initiatives with you in more detail.

Data analysis

Understanding our data has been instrumental in setting objectives and targeting initiatives. We have a global target for 30% women in the Partnership and report against this target annually. In the UK, we have published our gender, ethnicity, sexuality and disability pay gaps.

Reverse mentoring

Following a successful pilot, we have launched Reverse Mentoring globally, allowing our senior individuals to be mentored by someone who is different to them, from a diversity perspective. The programme is supported by our affinity groups.

Accelerate >>,

Our global gender parity group, Accelerate >>, allows us to leverage the capacity we have across our offices to create even greater positive change. It has already grown significantly across all our regions and is developing and delivering an ambitious programme of events both internally and with clients.

Arcus

Through our global LGBT+ network Arcus and our Arcus Allies program, the firm supports and fosters an inclusive environment for LGBT+ colleagues. Our Pride Art Events in the summer, saw 11 offices coming together to celebrate Gay Pride Month, showcasing the work of top LGBT+ artists

Ethnicity networks

Our ethnicity networks in the UK and US engage and provide support to colleagues, raise awareness around inclusion and have increased the profile of our ethnic minority role models. Our Partnership with Rare Recruitment, has seen a significant increase in the proportion of ethnic minority trainees in London.

Partnerships

Following on from the global research by the International Bar Association into **bullying and harassment in the workplace**, Clifford Chance has partnered with the IBA to roll out the findings of the report globally. We are hosting information sessions with the author of the report for our clients in multiple cities and announcing new initiatives to help change the culture and experience for people.

We are signatories of the Mansfield Charter, the 30% club and are proud to be an early adopter of the United Nations' (UN) Standards of Conduct for Business to promote equality for lesbian, gay, bi, trans and intersex people in the workplace and beyond. We have also joined the Valuable 500 initiative to 'table disability on the Board agenda' and are founding members of the social mobility initiative, PRIME.

Partnering with our clients on developing collaborative initiatives that raise awareness, build capacity and empower our firms and our people to become effective agents for change.

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GENDER BALANCE

We are committed to delivering a more inclusive firm and gender is one of our key areas to focus on. We are a majority female firm with over 57% of our staff being female and over 50% of our lawyers, but that success has not been reflected throughout all levels of the firm, most specifically at partner level. With that in mind we have developed and implemented a range of targeted and tailored measures to deliver real change at partner level. These initiatives are delivering tangible success.

Gender balance has increased each year since 2009.

Gender balance in the global partnership has shifted to 20% female partners and 80% male partners.

There are nine female local practice area leaders and Global Relationship Partner appointments are representative of the underlying partnership.

Our initiatives that are driving this success include:

Leadership support

Leaders talking openly about the need for increased gender balance: better for clients and better for our business.

Campaigning to raise awareness

Of our need to deliver real change across the firm especially at partner level. Prioritising inclusion at Annual Partner Meetings with continuous messaging from the firm leadership. First APM presentation on diversity in the Firm, including client interview excerpts discussing diversity.

Capacity Building

Creation of Building Personal Profile Course and global roll-out to all Associates.

Affinity support

Supporting our award-winning affinity groups as they develop campaigns that have engaged, raised awareness, built capacity and empowered.

Career support

Globalising Career Development Mentor assignments for all Associates.

Using the best expertise

Working with McKinsey and the 30% Club on statistical analysis showing definitively where we needed to focus between recruitment, attrition and retention and promotion.

Transparency

We believe that transparency on the reality of how we are progressing is key to our success. Substantial increase in reporting, both internally and publicly.

Culture change initiatives

We have developed a wide range of individual initiatives aimed at changing culture in incremental and micro ways with "Ask-and-explain" nudges (such as lateral partner hiring form, Global Relationship Partners).

Bullying and Harassment

Following on from the International Bar Association's global research into bullying and harassment we partnered with them to roll out the findings globally, both in our firm and with our clients. We are also launching our global training on bullying and harassment in 2020.

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ETHNICITY

We are working towards improving our ethnic diversity, with a range of initiatives to attract, engage and retain our talented minorities. In addition to playing a consultancy role, our ethnicity networks help create an inclusive and integrated environment, by providing a platform to inspire, support and encourage ethnic minority colleagues, whilst also raising awareness and debate about issues specifically facing ethnic minority communities.

Some current examples:

- **Mansfield Rule:** we are a “Mansfield Certified” firm, demonstrating that we affirmatively consider a candidate pool that sufficiently includes women lawyers and attorneys of color in connection with hiring and promoting at the highest levels.
- **New York University School of Law AnBryce Scholarship:** we were the first law firm to partner with NYU Law School on its groundbreaking AnBryce Program in 2006. The program provides full scholarships to outstanding J.D. students from disadvantaged socio-economic backgrounds who are the first in their immediate families to pursue a graduate degree. Clifford Chance sponsors one scholar in every class year at NYU Law. In addition to financial support, the Firm maintains personal contact with these scholars through on-campus networking events and dinners that are hosted each semester by the Regional Managing Partner and New York Hiring Partner.
- **Law Preview Scholarship:** Since 2009, our US offices have sponsored the Law Preview Scholarship Program, a diversity initiative aimed at improving the academic performance of racial and gender groups traditionally underrepresented in the legal profession. We sponsor 30 students each year, granting each the opportunity to attend a one-week, intensive summer prep course before starting their first year of law school.

- **Rare:** since 2011, we have been working with Rare, successfully increasing the ethnic diversity of our trainees to almost 40%. We additionally participate in Rare's development programmes, Rare Foundations: Law, Articles and UniStart.
- **Target Oxbridge:** we are a sponsor of Target Oxbridge, a programme which helps students of African and Caribbean heritage to secure places at the universities of Oxford and Cambridge.
- Our successful **Cultivating Champions** session for senior leaders encouraged many of our leaders to participate in the ‘reverse mentoring’ programme to better understand different perspectives of the workplace and to build personal insight.
- **Black History Month Celebrations:** Our Black and Latino Subcommittee collaborated with the Studio Museum in Harlem on their Expanding the Walls Program in celebration of Black History Month. The exhibit included 32 photographs by young artists, exploring the history and techniques of photography, as well as the artists' own identities and communities. In London, our Black History Month events have included a panel discussion on 'Authentic Leadership', 'An Interview with Akala', along with book signing for his recently released book, *Natives* and a 'Poetry of Mind' evening.

- **Recognition:** Our London ethnicity network won 'BAME/Multicultural Network' at the 2018 UK Diversity Legal Awards.
- Habib Motani, Partner and global head of our Derivatives practice and Chinwe Odimba-Chapman, Partner TPE, were recognised in the 2019 EMpower List, for ethnic minority leaders. Chinwe has also been listed on the Cranfield School of Management's "50 women to watch" and our network co-chair, Roy Appiah, is a finalist in the Black British Business Awards.
- **Clients:** we hosted an intimate client reception at *Nelson Mandela: The Official Exhibition* in a series of experiential galleries.



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IN SOCIETY

Clifford Chance believes that if you have a commitment to inclusion you must be prepared to use your skills and influence to champion, campaign and work to deliver on your values.

Some current examples:

- Global access to justice – Clifford Chance and The Hague Institute for Innovation of Law (HiIL) have announced a global, multi-year partnership to promote equal access to justice for all in line with Sustainable Development Goal (SDG) 16. This SDG aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.
- Global – Human Rights Campaign partnership – Clifford Chance have formed a global partnership with the HRC to work to deliver equality for LGBT people.
- Singapore – Adoption case – Representatives of the Firm have successfully persuaded a specially constituted 3- Judge High Court chaired by the Chief Justice of Singapore to allow a gay man to adopt his son, who was conceived through surrogacy in the United States.

- Singapore – Decriminalisation of homosexuality – lawyers from our formal Law Alliance partner in Singapore, are lead counsel to argue a similar challenge, ongoing before the Singapore Courts against the section 377A of the (Singapore) Penal Code.
- Poland – The firm successfully brought a motion to a Polish court which ordered the conservative newspaper Gazeta Polska to halt the distribution of 'LGBT-free zone' stickers.
- UK – Non-gender specific passports – Clifford Chance has secured permission from the English Court of Appeal to challenge the High Court's finding that the UK Government's policy to refuse to issue non-gendered passports ('X' passports) is lawful.
- Brunei – Clifford Chance are currently analysing the provisions of the recently introduced penal code in Brunei. We are exploring whether there are any legal options available to challenge the law or potential prosecutions under the law. We are engaging with the human rights and LGBTI community and groups in the region and globally to build the strongest possible coalition to reverse the law.
- The Commonwealth – Sisters of Change on criminal justice law reform in the area of sexual violence in the Commonwealth.

- Our relationship with ICAAD, the central focus of which at the moment is on ending gender bias in the prosecution of sexual violence crimes in the Pacific Islands.
- Our clinic in London with London Black Women's Project, where we advise women who are fleeing domestic violence.
- Long term relationship with My Sister's Place in the US, who are focused on combatting sexual violence and the trafficking of women.
- Raising aspirations day in London for school children with disabilities – "The day has motivated me and helped me understand your disability shouldn't be a barrier and that you can do anything in life".



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MEASURING PROGRESS



We report annually against our gender target, through our Responsibility Report (https://www.cliffordchance.com/about_us/responsible-business.html).



We monitor the composition of decision-making committees, work allocation through resource management and the experiences of colleagues through surveys.



We monitor the ethnic diversity of our London and US offices, paying attention to recruitment, attrition and progression. We also track engagement and the experiences of our minority staff through our staff survey.



IDENTIFYING ISSUES - SETTING PRIORITIES - TAKING ACTION

Data capture and analysis

- Legal frameworks and cultural norms for data capture: privacy law, GDPR
- Systems support
- Analysis: addressable market, recruitment attraction, offer-to-acceptance, development, mentoring and sponsorship, wellbeing, engagement, attrition, promotion
- Interpreting data to develop strategic initiatives, policies, campaigns

Reporting

- Targets
- Progress reporting: demographic composition, pay gap reporting

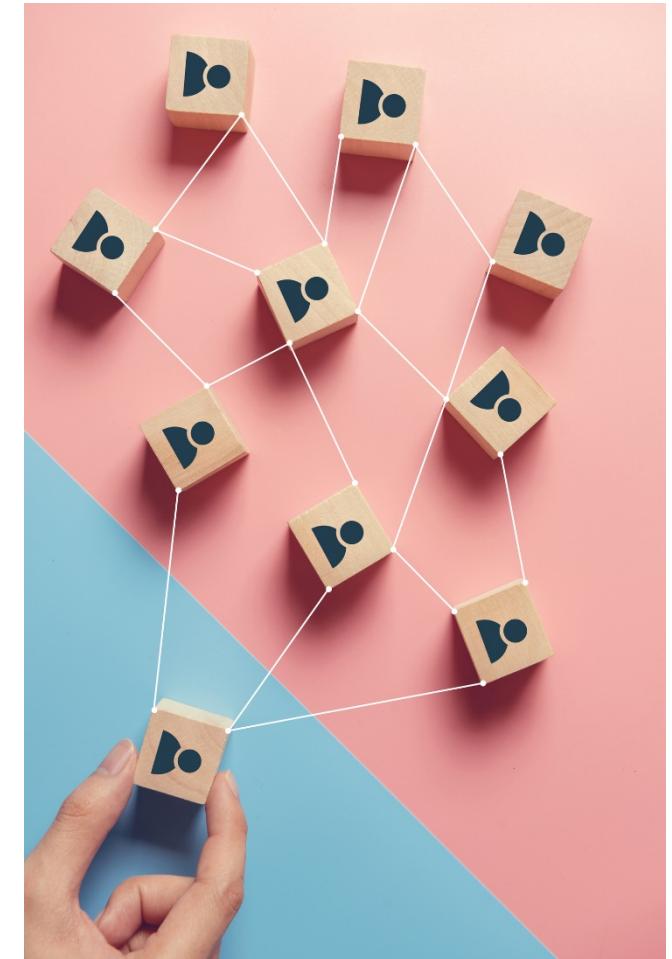
Policy and Learning

- Inclusion policy framework: respect, mobility, parental leave, whistleblowing, speaking up
- Learning: bias awareness, anti-bullying, anti-harassment, reverse mentoring

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CLIFFORD CHANCE DEMOGRAPHICS

Title	Gender (Global)	Ethnic Minority (UK)	Disability (UK)	LGB (UK)	First generation of immediate family to attend university (UK)
Partners	19.8% female	80.2% male	7.5%	0.9%	2.7%
Lawyers	51.7% female	48.3% male	26.3%	1.4%	5.3%
Trainees (UK)	55.9% female	44.1% male	36.4%	2.9%	11.3%
Business Professionals	65.3% female	34.7% male	17.3%	1.8%	5.6%



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COLLABORATING WITH CLIENTS

We are extremely keen to collaborate on Diversity & Inclusion initiatives.

Tiernan Brady, our Global Director of Inclusion, is happy to discuss the many ways that we can work together to improve diversity and inclusion.

- participate in our 'Raising Aspirations Days', Open Days for local school students to learn more about the employment opportunities at our firms. Supporting Social Mobility within our local communities.
- Improve the understanding of gender bias – *Collaborating with men* workshops to explore the Cambridge University research on this topic. Clifford Chance participated in the Murray Edwards College research and have gained useful insight through running local workshops.
- Arrange joint affinity group events, to engage colleagues around key Inclusion topics, taking the opportunity to raise the profile of talented minority role models.
- Sign up to the Mindful Business Charter: working together to reduce unnecessary stress in the client/lawyer relationship, collaborate on shared wellbeing events, on topical issues; workshops to examine working practices and how these can be improved.

We regularly work with clients on developing collaborative initiatives. In the US we partnered with a client in a pro bono clinic with our community partner, My Sisters' Place, a non-profit organisation that provides services to survivors of domestic abuse and focuses on advocacy and community education. Volunteer lawyers were paired to assist My Sisters' Place clients during clinics. Other examples include:

Drafting discrimination, sexual harassment and victimization policies covering multiple countries for a number of private equity houses, banks and sovereign wealth funds

Advising a major international bank on the handling of data relating to LGBTQ+ employees

Advising a range of corporates, banks, insurers and financial investors on #MeToo investigations including advising on disciplinary investigations and processes and subsequent litigation

Advising a range of financial investors on positive discrimination versus positive action including the setting of inclusion targets and implementing changes to recruitment and promotion processes

Assisting a range of large international organisations with revision of policies, procedures and training, in part as a result of media and press interest sparked by the viral #MeToo movement

Advising on technical issues, matters of judgment and reputational issues related to the gender pay gap reporting regime, as well as monitoring developments in other jurisdictions (e.g. EU Commission) and in related areas (e.g. ethnicity reporting)

Providing bespoke training on discrimination, sexual harassment and victimisation policies

Advising a major international bank on gender reassignment policies and trans issues in the workplace

CLIFFORD CHANCE



TIERNAN BRADY
Global Director of Inclusion
M+44 7970291261
T + 44 207006 1300
E [tiernan.brady
@cliffordchance.com](mailto:tiernan.brady@cliffordchance.com)

Clifford Chance, 10 Upper Bank Street, London, E14 5JJ

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Registered office: 10 Upper Bank Street, London, E14 5JJ

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