

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



**OUR APPROACH AND
COMMITMENT TO OUR SUPPLIERS**

OUR APPROACH

The importance of managing our suppliers

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

Maintaining our vision and strategy

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

Right markets	Right clients	Right work	Best Team	Best Delivery
Provide best practice guidance and support to all our global offices to enable the effective oversight and management of key suppliers.	Position Clifford Chance as a 'customer of choice' with its most important suppliers and become a 'supplier of choice' to our clients. Maintain a consistency of approach and ensure brand consistency	Prioritise initiatives and allocate resources to maximise monetary benefits derived from pro-active supplier relationship management	Leverage our relationships to deliver Clifford Chance's vision and strategy Work together to manage legal, data and commercial risks that could expose our firm and our clients	Measure supplier management best practice and supplier performance. Maximise opportunities with our key suppliers Secure and deliver the value negotiated in existing contracts.

Our key objectives are:



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

To support our engagement with our Suppliers, we have focused on the following key areas to ensure we create a diverse supply chain and consider the social, economic and environmental impact of our decisions and service requirements:

OUR APPROACH

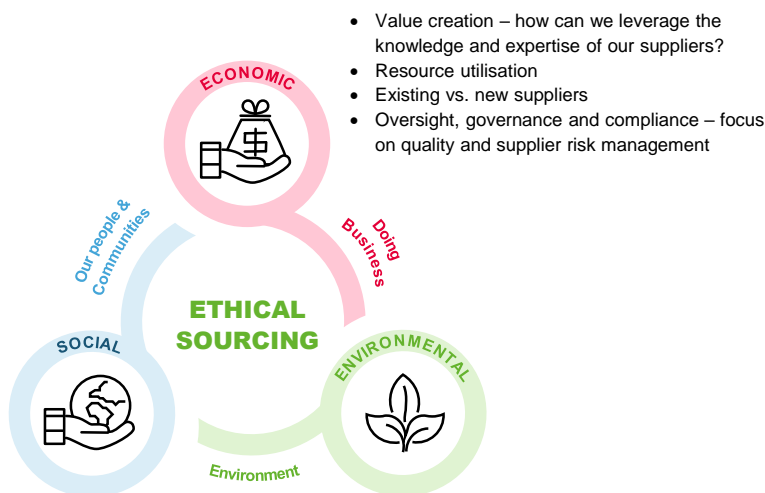
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Social: At Clifford Chance we see inclusion as a core value of the firm, and also of the law. We understand that diversity and inclusion are good for our staff and their families, our firm, our Suppliers and our clients, and local communities and wider society. We believe that to help achieve these values we have to be champions of, and campaigners for them across our firm, with our clients, and in the world.

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.

Areas of focus include:

- **Workplace Environment:** We seek to attract a diverse talent pool, reflecting the best candidates for the role irrespective of gender, race, faith, age, disability, socio-economic status or sexual orientation and ensuring we remain aligned to the principles of the Equality Act 2010.
- We promote a workplace environment free from discrimination, harassment, victimisation, abuse and/or any other inappropriate behaviour with our Suppliers and subcontractors.
- **Supplier Diversity:** We seek to act in an open and transparent manner as part of our Supplier onboarding process; promoting open and fair competition and engaging with diverse and underrepresented Suppliers.
- **Living Wage:** We are a Living Wage accredited partner and seek to work with our suppliers to champion the Living Wage campaign within their operations.



- Equality
- Diversity & Inclusion
- Health & Wellbeing
- Accessibility, including Disability Confident and Valuable 500 schemes
- Real & London Living Wage (UK Suppliers Only)
- Education & Awareness (internal and external)

- ISO14001 – Do our suppliers have this?
- Carbon emissions education and monitoring Biodiversity impact, including water conservation monitoring
- Travel vs Technology – Have we considered alternatives?



OUR APPROACH (CONTINUED)



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

Areas of focus include:

- **Policies & Processes:** We seek to work with our Suppliers to ensure they are compliant with their contractual commitments, and that they work with their own suppliers to ensure these values and practices are cascaded through the end-to-end supply chain.
- **Knowledge & Expertise:** Before reviewing the market and investing time and effort in tenders, we review the skillset and capability of our incumbent providers and seek to explore where we may be able to leverage knowledge and expertise.
- **Our Communities:** In conjunction with our Suppliers, we seek to improve the social and economic conditions within local and regional geographies via employee and corporate initiatives.
- **Prompt Payment:** We work with our finance team to ensure prompt payments to our Suppliers and contractors, enabling them to remain financially stable.

Environmental: We recognise the global challenge caused by climate change and other environmental issues. We acknowledge our responsibility to reduce the environmental impacts of our business operations and we would like to work with our key Suppliers to understand, manage, and reduce the environmental impacts of our purchases. Using external tools, we will be exploring how sustainable our Suppliers are and, where applicable, helping them to improve their ratings as part of continuous service improvement.

Clifford Chance seeks to work with our key suppliers to support the identification of add-value opportunities and operational efficiencies.

Clifford Chance seeks to work with our key suppliers to minimise risks associated with the provision of the Services.

**Our
commitment
to our
suppliers**

Clifford Chance seeks to provide clear guidance to support the delivery of services by our key suppliers, including payment procedures.

Clifford Chance seeks to review and report adoption of our Supplier Code of Conduct by our key suppliers on an annual basis and work with them to ensure the right processes and procedures are in place as part of the day-to-day management and oversight.

WHY CLIFFORD CHANCE
OUR INTERNATIONAL NETWORK



32 OFFICES
22 COUNTRIES

ABU DHABI	FRANKFURT	NEWCASTLE	SINGAPORE
AMSTERDAM	HONG KONG	NEW YORK	SYDNEY
BARCELONA	ISTANBUL	PARIS	TOKYO
BEIJING	LONDON	PERTH	WARSAW
BRUSSELS	LUXEMBOURG	PRAGUE	WASHINGTON, D.C.
BUCHAREST	MADRID	ROME	
CASABLANCA	MILAN	SÃO PAULO	
DUBAI	MOSCOW	SEOUL	KYIV ¹
DÜSSELDORF	MUNICH	SHANGHAI	RIYADH ²

1. Clifford Chance has a best friends relationship with Redcliffe Partners in Ukraine.

2. Clifford Chance has a co-operation agreement with Abuhimed Alsheikh Alhagbani Law Firm in Riyadh.

CLIFFORD CHANCE

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