

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

**INCLUSION REPORTING: FY20/21**

THIS DOCUMENT INCLUDES:  
INCLUSION TARGETS AND PROGRESS FOR GENDER, ETHNICITY AND LGBT+  
GLOBAL GENDER STATISTICS  
GLOBAL ETHNICITY STATISTICS  
UK LGBT+ STATISTICS

# INCLUSION REPORTING

At Clifford Chance, inclusion is both a **core value** and a **business imperative**.



## Inclusion Strategy

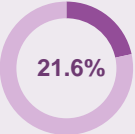
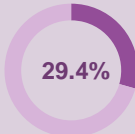
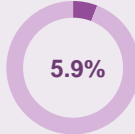
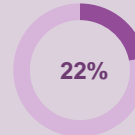
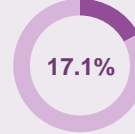
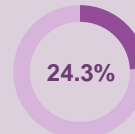
To deliver on our inclusion strategy, the firm has developed a wide range of **tailored and targeted initiatives supported and informed by data**. In this document we set out key data points, in addition to our historic gender and ethnicity reporting.



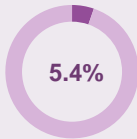
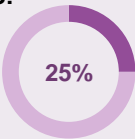
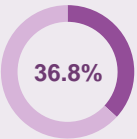
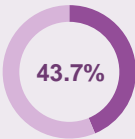
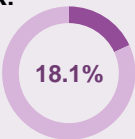
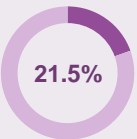
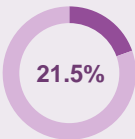
## Our Inclusion Targets

In July 2020 we launched **ambitious inclusion targets** focused on gender, ethnicity and LGBT+. One year on, we're making progress in right direction but to achieve our goals we will need **to accelerate the rate of change**.

## OUR INCLUSION TARGETS

Target	Progress (FY21)	Comment
<b>Gender</b>		
<b>Global target:</b> At least 40% female and at least 40% male global partners in the firm by 2030	 <p>21.6%</p> <p>21.6% female partners up 1% from 20.6%</p> <p>78.4% male partners down 1% from 79.4%</p>	At a global level and across four of our regions, we've seen progress towards our gender targets. In 2021 we promoted the highest number ever of new female partners (38%).
<b>APAC target:</b> increase the proportion of female partners by 25% by 2025 (achieving 35.1% female partners) and by 60% by 2030 (achieving 45% female partners).	 <p>29.4%</p> <p>29.4% female partners up 1.3% from 28.1%</p>	In APAC and the Middle East, we have seen growth, but that rate will need to accelerate.
<b>Middle East target:</b> attain 12.5% female partners by 2025 and 25% by 2030	 <p>5.9%</p> <p>5.9% female partners up 0.3% from 5.6%</p>	
<b>Americas target:</b> increase the proportion of female partners by 35% by 2025 (achieving 23.8% female partners) and 100% by 2030 (achieving 35.2% female partners)	 <p>22%</p> <p>22% female partners up 4.1% from 17.9%</p>	In the Americas and Continental Europe regions, in particular, we've seen strong growth that puts us on track to achieve our goals in these regions.
<b>Continental Europe target:</b> increase the proportion of female partners by 35% by 2025 (achieving 20.8% female partners) and 100% by 2030 (achieving 30.8% female partners)	 <p>17.1%</p> <p>17.1% female partners up 1.7% from 15.4%</p>	
<b>UK target:</b> increase the proportion of female partners by 25% by 2025 (achieving 30% female partners) and by 60% by 2030 (achieving 41% female partners)	 <p>24.3%</p> <p>24.3% female partners down 1.2% from 25.5%</p>	In the UK our overall figure fell by 1.2%. This is in marked contrast to the prior trend in the UK (which had seen 5.5% growth over the last 3 years). We have identified the reasons for and drivers behind this year's data and agreed a plan to return to our former positive trajectory.

# OUR INCLUSION TARGETS

Target	Progress (FY21)	Comment
<b>LGBT+</b>		
<p><b>UK partner</b> target of 5% by 2025</p> <p><b>Global partner</b> target of 3% by 2025</p>	<p>94.6% non-LGBT+</p> <p>5.4% partners identified as LGBT+ in the UK up 2.1% from 3.3%</p> 	<p>Following a successful self-ID campaign, our UK data showed a significant increase which resulted in the region surpassing our 2025 target four years ahead of schedule.</p> <p>We are currently examining how best to collate and report our global target, given differing legal and regulatory constraints on data collection/publication. We will report that for the first time next year.</p>
<b>Minority ethnicity</b>		
<p><b>US &amp; UK Targets*:</b></p> <p>15% of new partners by 2025</p> <p>30% senior associates and business professionals (manager and above) by 2025</p>	<p>% of identified represented by ethnic minority</p> <p><b>US:</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>25% of new partners</p> </div> <div style="text-align: center;">  <p>36.8% of senior associates up 0.2% from 36.6%</p> </div> <div style="text-align: center;">  <p>43.7% of business professionals up 0.5% from 43.2%</p> </div> </div> <p><b>UK:</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>18.1% of new partners</p> </div> <div style="text-align: center;">  <p>21.5% of senior associates up 0.5% from 21%</p> </div> <div style="text-align: center;">  <p>21.5% of business professionals up 0.7% from 20.8%</p> </div> </div>	<p>We achieved positive progress on our ethnicity partner targets this year, with 25% of new partners in the US and 18% in the UK. If this rate of increase is maintained in both regions, we will exceed our target.</p> <p>We've maintained a population level above our target of 30% for Senior Associates and Business Professionals in the US.</p> <p>We've seen marginal increases towards our target for Senior Associates and Business Professionals in the UK, but we need to increase the rate of change. We have identified reasons why we're not making progress as quickly as we would like and have agreed a plan to address this.</p>

\* We have ethnicity targets in the US and UK regions as these are currently the only regions where we collect data on ethnicity.

## LOOKING AHEAD

We are encouraged by the progress we've made over the past year. We are committed to maintaining focus on delivery across all areas and accelerating the pace of change.

### PRIORITIES FOR FY22 (AND FY23) INCLUDE:

1

#### Lateral hiring

Ensuring that our inclusion values are embedded in our lateral hiring process. This will be supported by the expansion of the [Mansfield Rule](#), which has already had a positive influence in the US since we adopted it in 2017. We have introduced the Mansfield Rule in the UK this year and we intend to expand to different regions.

2

#### Global People strategy

The new strategy with a strong inclusion lens, will be launched in FY22

3

#### Insights

Enhancing our ability to gain insights into our diversity data globally.

Find out more about inclusion at Clifford Chance [here](#).



# **GLOBAL GENDER STATISTICS**

## GLOBAL GENDER STATISTICS

All regions					
	2021	2020	2019	2018	2017
<b>All Partners</b>					
Females	125	123	116	104	105
Males	455	473	470	472	472
% Female	21.6%	20.6%	19.8%	18.1%	18.2%
% Male	78.4%	79.4%	80.2%	81.9%	81.8%
<b>Equity Partners</b>					
% Female	18.2%	17.1%	17.0%	15.9%	14.9%
% Male	81.8%	82.9%	83.0%	84.1%	85.1%
<b>Non-Equity Partners</b>					
% Female	28.8%	28.5%	26.1%	23.1%	25.7%
% Male	71.2%	71.5%	73.9%	76.9%	74.3%
<b>Lawyers</b>					
Females	1308	1294	1254	1119	1177
Males	1196	1265	1294	1231	1250
%Female	52.2%	50.6%	49.2%	47.6%	48.5%
% Male	47.8%	49.4%	50.8%	52.4%	51.5%
<b>Business Professionals</b>					
Females	2381	2468	2638	2241	2115
Males	1189	1188	1606	1097	1027
%Female	66.7%	67.5%	62.2%	67.1%	67.3%
% Male	33.3%	32.5%	37.8%	32.9%	32.7%

### Data as of May 2021

- The figures are based on headcount numbers: 2021, 2020 and 2019 figures show combined On and Off headcount data. Excluded are Outsourced, Freelancers, Agency Temps, Work Experience, Consultants, Retired Partner Consultants
- For more information on our offices and locations, [visit our website](#).
- We have included an Equity/Non-Equity partner split for All Regions. Due to policy, we do not disclose this data on local or regional level.
- 'Lawyers' includes Counsel, Associate/Assistant and all equivalents (covering Lawyer levels 1 – 4) and Trainees and equivalents. Excludes partners.
- 'Business Professionals' includes a range of roles and seniorities across all of our business service functions including Secretaries, Legal Support, Operations, Finance, HR and IT.

## AMERICAS GENDER STATISTICS

AMERICAS					
	2021	2020	2019	2018	2017
<b>Partners</b>					
Females	18	15	12	9	9
Males	64	69	63	63	65
%Female	22.0%	17.9%	16.0%	12.5%	12.2%
<b>Lawyers</b>					
Females	111	106	96	80	87
Males	103	121	116	116	108
%Female	51.9%	46.7%	45.3%	40.8%	44.6%
<b>Business Professionals</b>					
Females	151	163	210	154	148
Males	77	84	154	93	90
%Female	66.2%	66.0%	57.7%	62.3%	62.2%

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## ASIA PACIFIC GENDER STATISTICS

ASIA PACIFIC					
	2021	2020	2019	2018	2017
<b>Partners</b>					
Females	25	27	29	26	30
Males	60	69	68	67	66
%Female	29.4%	28.1%	29.9%	28.0%	31.3%
<b>Lawyers</b>					
Females	222	219	233	221	234
Males	188	200	203	207	209
%Female	54.1%	52.3%	53.4%	51.6%	52.8%
<b>Business Professionals</b>					
Females	362	386	437	397	374
Males	93	85	130	87	80
%Female	79.6%	82.0%	77.1%	82.0%	82.4%

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## CONTINENTAL EUROPE GENDER STATISTICS

CONTINENTAL EUROPE					
	2021	2020	2019	2018	2017
<b>Partners</b>					
Females	36	33	31	30	29
Males	175	181	187	184	181
%Female	17.1%	15.4%	14.2%	14.0%	13.8%
<b>Lawyers</b>					
Females	515	522	487	435	442
Males	509	539	558	520	535
%Female	50.3%	49.2%	46.6%	45.5%	45.2%
<b>Business Professionals</b>					
Females	844	902	897	806	811
Males	266	276	296	242	252
%Female	76.0%	76.6%	75.2%	76.9%	76.3%

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## MIDDLE EAST GENDER STATISTICS

MIDDLE EAST					
	2021	2020	2019	2018	2017
<b>Partners</b>					
Females	1	1	1	1	1
Males	16	17	18	18	17
%Female	5.9%	5.6%	5.3%	5.3%	5.6%
<b>Lawyers</b>					
Females	25	27	28	25	26
Males	40	38	48	48	45
%Female	38.5%	41.5%	36.8%	34.2%	36.6%
<b>Business Professionals</b>					
Females	35	35	32	33	33
Males	14	15	20	14	15
%Female	71.4%	70.0%	61.5%	70.2%	68.8%

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## UK GENDER STATISTICS

UK					
	2021	2020	2019	2018	2017
<b>Partners</b>					
Females	45	47	43	38	36
Males	140	137	134	140	143
%Female	24.3%	25.5%	24.3%	21.3%	20.1%
<b>Lawyers</b>					
Females	435	420	410	358	388
Males	356	367	369	340	353
%Female	55.0%	53.4%	52.6%	51.3%	52.4%
<b>Business Professionals</b>					
Females	725	774	886	666	621
Males	338	362	652	351	309
%Female	68.2%	68.1%	57.6%	65.5%	66.8%

### Data as of May 2021

- The figures cover our London and Newcastle offices in the UK
- The figures are based on headcount numbers: 2021, 2020 and 2019 figures show combined On and Off headcount data. Excluded are Outsourced, Freelancers, Agency Temps, Work Experience, Consultants, Retired Partner Consultants
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## INDIA GENDER STATISTICS

INDIA					
	2021	2020	2019	2018	2017
<b>Partners</b>					
Females	0	0	0	0	0
Males	0	0	0	0	0
%Female	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Lawyers</b>					
Females	0	0	0	0	0
Males	0	0	0	0	0
%Female	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Business Professionals</b>					
Females	264	208	176	147	128
Males	401	366	354	294	281
%Female	39.7%	36.2%	33.2%	33.3%	31.3%

### Data as of May 2021

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**ETHNICITY STATISTICS  
FOR US AND UK**

## ETHNICITY STATISTICS

US					
	2021	2020	2019	2018	2017
<b>Partner</b>					
Ethnic Minority	8	7	3	5	5
Non-Ethnic Minority	64	66	50	61	61
Not Identified	9	10	22	5	7
<b>Total</b>	<b>81</b>	<b>83</b>	<b>75</b>	<b>71</b>	<b>73</b>
Percentage of identified represented by ethnic minority	11.1%	9.6%	5.7%	7%	7.6%
<b>Lawyer</b>					
Ethnic Minority	75	76	17	65	59
Non-Ethnic Minority	110	126	38	120	120
Not Identified	20	15	154	5	7
<b>Total</b>	<b>205</b>	<b>217</b>	<b>209</b>	<b>190</b>	<b>186</b>
Percentage of identified represented by ethnic minority	40.5%	37.6%	30.9%	34%	33.0%
<b>Business Professionals</b>					
Ethnic Minority	113	113	78	117	103
Non-Ethnic Minority	89	102	66	102	90
Not Identified	26	24	213	20	22
<b>Total</b>	<b>228</b>	<b>239</b>	<b>357</b>	<b>239</b>	<b>215</b>
Percentage of identified represented by ethnic minority	55.9%	52.6%	54.2%	49%	53.4%

### Data as of May 2021

- Ethnic minority means: American Indian/Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian/Pacific Islander, Two or more races, Other (definitions influenced by US-specific legislative diversity definitions).
- 'Lawyers' includes Counsel, Associate/Assistant and all equivalents (covering Lawyer levels 1 – 4) and Trainees and equivalents. Excludes partners.
- 'Business Professionals' includes a range of roles and seniorities across all of our business service functions including Secretaries, Legal Support, Operations, Finance, HR and IT.
- The figures are based on headcount numbers. 2021, 2020 and 2019 figures show On and Off headcount data. Excluded are Outsourced, Freelancers, Agency temps, Work Experience, Consultants, Retired Partner Consultants.
- Our reporting must comply with local legislation (for example, data protection), custom and practice, and accordingly we report only those regions where ethnicity is capable of this compilation and aggregation.
- Our US offices are: New York and Washington D.C. For more information on our offices and locations, [visit our website](#).

## ETHNICITY STATISTICS (CONTINUED)

UK					
	2021	2020	2019	2018	2017
<b>Partner</b>					
Ethnic Minority	18	13	12	13	8
Non-Ethnic Minority	158	158	150	148	148
Not Identified	9	13	15	17	23
<b>Total</b>	<b>185</b>	<b>184</b>	<b>177</b>	<b>178</b>	<b>179</b>
Percentage of identified represented by ethnic minority	10.2%	7.6%	7.4%	7.3%	5.1%
<b>Lawyer</b>					
Ethnic Minority	211	199	161	171	178
Non-Ethnic Minority	481	452	422	391	426
Not Identified	99	136	196	136	137
<b>Total</b>	<b>791</b>	<b>787</b>	<b>779</b>	<b>698</b>	<b>741</b>
Percentage of identified represented by ethnic minority	30.5%	30.6%	27.6%	24.5%	29.5%
<b>Business Professionals</b>					
Ethnic Minority	170	179	149	126	121
Non-Ethnic Minority	741	790	706	646	607
Not Identified	152	167	683	245	202
<b>Total</b>	<b>1063</b>	<b>1136</b>	<b>1538</b>	<b>1017</b>	<b>930</b>
Percentage of identified represented by ethnic minority	18.7%	18.5%	17.4%	12.4%	16.6%

### Data as of May 2021

- Ethnic minority means: Black or Black British, Asian or British Asian, Chinese, Other ethnic group, Mixed (definitions influenced by UK-specific legislative diversity definitions).
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- Our UK offices are: London and Newcastle. For more information on our offices and locations, [visit our website](#).





**UK LGBT+ STATISTICS  
FOR UK**

## LGBT+ STATISTICS

UK		
2021	LGBT+	Non LGBT+
Partners	5.4%	94.6%
Lawyers	11.0%	89.0%
Business Professionals	6.4%	93.6%
<b>Grand total</b>	<b>8.1%</b>	<b>91.9%</b>

### Data as of May 2021

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

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

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