

OBJECTIVES & KPIs 2021/2022

DOING BUSINESS	
OBJECTIVE	KPIs 2021/2022
Equip our people with the training and support to do the right thing, in the right way	<ul style="list-style-type: none"> Progress comprehensive programme of activities to enhance our ethical culture, including continued roll out of the Code of Conduct Develop and deliver internal communications programme to ensure expectations and support available are understood by all our people Roll out ABC training piloted with Africa Group for other regions
Further evolve our incident and business continuity planning to increase our ability to manage the firm through a significant cyber-attack, including a robust programme of scenario rehearsals	<ul style="list-style-type: none"> Continue to test and embed our cyber response plan Ensure operational risk and resilience strategy is understood and embedded globally Review learnings from Covid-19 experience to inform our future risk and resilience practices Develop Operational Resilience Framework to pull together all of the work to date Implement Fusion as the platform for managing Operational Resilience Run a programme of operational resilience exercises across offices
Closely manage responsible business risks through review and negotiation of Client Terms required by clients	<ul style="list-style-type: none"> All Client Terms fully reviewed and approved by Central Risk team before being accepted
Driving cultural change through roll out of the Code of Conduct	<ul style="list-style-type: none"> Progress activities to enhance awareness of the Code of Conduct
Proper Constitution of the Disciplinary Committee	<ul style="list-style-type: none"> Disciplinary procedures refined
Implement Intapp Terms	<ul style="list-style-type: none"> Terms implemented and existing client terms migrated/uploaded to the new database
Promoting expertise/thought leadership on ESG and climate issues/assess climate impact of new mandates	<ul style="list-style-type: none"> Internal awareness, e.g. Energy Transition Initiative; evolution of climate policy; promotion of capabilities; COP26 involvement

PEOPLE

OBJECTIVE	KPIs 2021/2022
Review our People Strategy in line with firm strategy and internal / external talent dynamics	<ul style="list-style-type: none"> • Establish a Business Advisory Group to provide input to strategy. • Establish key talent themes that will form the basis of a long term People Strategy. • Establish priority projects and associated KPIs that align to firm strategy.
Establish Talent Pipeline Reviews	<ul style="list-style-type: none"> • Set up regional and global committees for pipeline reviews. • Establish infrastructure to provide data and track follow up actions. • Pilot pipeline reviews for sub-set of Associate population.
Redefine the role of Career Development Partner	<ul style="list-style-type: none"> • Reset expectations of CDPs. • Establish a Framework for key conversations that take place during the year, including objective setting, career development, feedback and performance. • Establish infrastructure for capturing upward feedback for CDPs, to be implemented in 2023.
Review our Wellbeing strategy	<ul style="list-style-type: none"> • Analyse results of our Global People Survey to inform strategy. • Analyse exit survey and absence data to inform strategy. • Establish global strategy that includes resource allocation, working patterns, and access to benefits and resources. • Leverage the work of the Global Wellbeing Group to increase engagement around wellness, resilience and mental wellbeing. • Increase awareness of the Firm's global Employee Assistance Programme through continued communication and targeting areas of specific interest in each location, including a global campaign for World Mental Health Day.

PEOPLE (cont'd)

OBJECTIVE	KPIs 2021/2022
Improve the gender balance in our partnership	<ul style="list-style-type: none"> • Report against the regional and leadership group gender targets announced in 2020. • Establish more Accelerate>>> affinity groups across our offices, increase regional connectivity and build regional Accelerate>>> structures. • Continue to implement Mansfield program in the US and introduce the program in the U.K. to help sustain greater diversity in recruitment and promotion.
Improve the ethnic diversity of our firm	<ul style="list-style-type: none"> • Report against the regional and leadership group ethnicity targets announced in 2020. • Establish more REACH affinity groups across our offices, increase regional connectivity and build regional REACH structures. • Review outputs of third party analysis of the Partner Selection process.
Improve LGBT+ inclusion in our firm	<ul style="list-style-type: none"> • Report against the global LGBT+ targets announced in 2020. • Establish more Arcus affinity groups across our offices, increase regional connectivity and build regional Arcus structures • Design and deliver first regional ARCUS off-site conferences.
Improve inclusion of disability within our firm	<ul style="list-style-type: none"> • Establish more disability affinity groups around our global network to understand better our colleagues' experiences and to progress towards the commitments we have made as part of Valuable 500. • Work with the #WeThe15 campaign to engage clients, advance disability equality in the firm and in campaign in broader society.

PEOPLE (cont'd)

OBJECTIVE	KPIs 2021/2022
Engaging and activating the global firm population as advocates for inclusion	<ul style="list-style-type: none"> • Develop global and regional inclusion campaigns that allow all people to engage in the inclusion project and raise awareness. • Partners to attend Code of Conduct workshops, live by the Code and embed the Code of Conduct in their teams.
Increase the alignment of our learning and development programmes with our inclusion strategy	<ul style="list-style-type: none"> • Develop and deliver active campaigning inclusion training to the firm. • Ensure all leadership groups receive active campaigning inclusion training. • Continue to embed inclusion as a key component of milestone learning programmes, including New Partners Course and Future Leaders Programme. • Increase the number of reverse mentoring pairings across the firm and report on reverse mentoring of leaders in the firm. • Develop online “Speak Up” training. • Develop a global programme of Inclusion 'Lunch and Learns' to raise awareness and understanding within the firm. • Develop collaborative inclusion capacity building events with clients.

COMMUNITY

OBJECTIVE	KPIs 2021/2022
Continue to develop pro bono and community outreach opportunities in business-critical regions	<ul style="list-style-type: none"> Number of pro bono mandates in Africa and the US that help to develop the firm's position in these regions
Continue to undertake pro bono and community outreach work that strengthens the capabilities of our people and our relationships, and maximises the value we add to our pro bono clients' capacity to achieve their mission	<ul style="list-style-type: none"> Pro bono involvement in innovative services and products Number of strategic pro bono relationships that exemplify our theory of change Number of pro bono mandates allocated through the Paladin platform The number of our people who are serving on the boards of not-for-profit organisations
To contribute to the achievement of the SDGs by continuing to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs	<ul style="list-style-type: none"> The number of long-term global and local office strategic pro bono and community outreach relationships and the number of projects within these relationships The proportion of our pro bono work that is carried out within these relationships The number of such relationships with an environmental focus and the number of projects carried out within these relationships The proportion of Clifford Chance Foundation grants that contributes to the achievement of the SDGs The number of GSC, other clients and significant civil actors with whom we collaborate
<p>Collaborate with clients on projects for these NGOs</p> <p>Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams, effectively supported by the pro bono team</p> <p>Our pro bono and community outreach practice will provide all of our people, at all levels with the opportunities to practice and enhance the skills that are key to their development, making them more effective and well-rounded</p> <p>Support the delivery of the firm's diversity and inclusion programme and the enacting of the firm's values</p>	<ul style="list-style-type: none"> The proportion of lawyers who reports skills enhancement as one of the benefits of doing pro bono work and satisfaction with the support provided by the pro bono team The number of diversity and inclusion related pro mandates and joint pro bono and diversity and inclusion events

COMMUNITY (cont'd)

OBJECTIVE	KPIs 2021/2022
<p>Continue to develop and refine our capability and that of our clients, to support effectively the widest range of civil society organisations, from small community-based organisations to international NGOs</p>	<p>The number of offices with a relationship with a local school or educational institution</p> <p>In-kind (hours) and direct financial investment in our pro bono and community outreach work</p> <p>The number of people helped by the NGOs we work with, as a result of our support for them</p> <p>Number of collaborations across the pillars of the responsible business strategy that contribute to the firm responding effectively to external events</p> <p>Internal and external communications articulating how our responsible business strategy, ESG practice and SDG alignment differentiate us</p> <p>External validation of our pro bono work, including recognition of our standing as significant actors within sectors that our pro bono practice supports</p>
<p>To develop contingency planning that enables the firm to deploy its internal resources in response to external events, e.g. health and natural disasters and social unrest, efficiently and impactfully</p>	<p>Effective co-ordination by the global Foundation of the firm's disaster-relief grant-making at local office, regional and global levels</p>

ENVIRONMENT

OBJECTIVE	KPIs 2021/2022
Gather and analyse systematic data on our environmental performance across our business	<ul style="list-style-type: none"> • Ensure accurate reporting of all global data is monitored and analysed
Targets for Scopes 1, 2 & 3 validated by Science Based Targets initiative	<ul style="list-style-type: none"> • Submit targets for validation to Science Based Targets initiative
Set standards of environmental performance for all offices and monitor achievements as a commitment to continuous improvement	<ul style="list-style-type: none"> • Set, measure and monitor local targets and initiatives
Minimise waste	<ul style="list-style-type: none"> • Improve waste segregation in all offices
Monitor and reduce water consumption	<ul style="list-style-type: none"> • Implement a means of measuring water consumption
Improve employee engagement	<ul style="list-style-type: none"> • Develop local and global communications strategies • Participate in local and global sustainability events and campaigns
Extend our sustainability	<ul style="list-style-type: none"> • Promote local initiatives to protect our surrounding environments and habitats