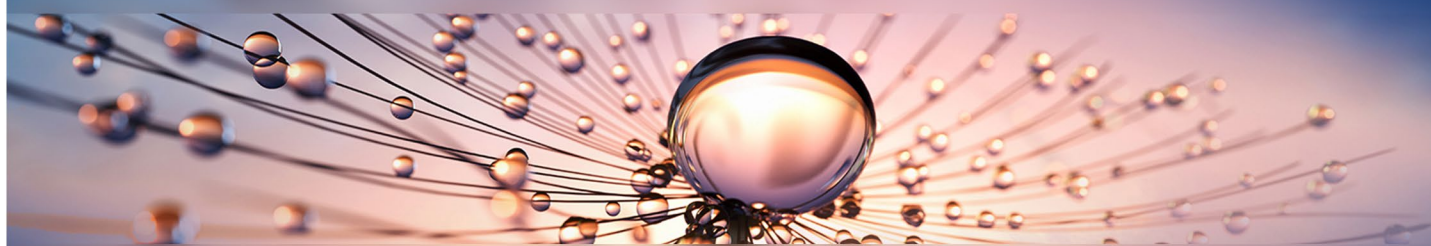


**C L I F F O R D**  
**C H A N C E**



**OUR APPROACH AND COMMITMENT  
TO OUR SUPPLIERS**  
MARCH 2024

# OUR APPROACH

## The importance of managing our suppliers

By maintaining strong and trusted relationships with our Suppliers, we can deliver on our social, economic 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 (SRM) 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:

Cost Management	Commercial Discipline	Responsible Supply Chain	Frictionless Operations	People
<ul style="list-style-type: none"> <li>To support our business operations and transformation initiatives; securing and delivery the value negotiated in existing contracts.</li> <li>To maximise opportunities with our key Suppliers and ensure supplier performance.</li> <li>To prioritise initiatives and allocate resources to maximise monetary benefits derived from pro-active supplier relationship management.</li> </ul>	<ul style="list-style-type: none"> <li>To provide best practice guidance and support to all global offices to enable the effective oversight and management of our key Suppliers.</li> <li>To maintain a consistency of approach and ensure brand consistency.</li> <li>To leverage our relationships to deliver Clifford Chance's vision and strategy.</li> </ul>	<ul style="list-style-type: none"> <li>To measure the sustainability performance of our Suppliers; helping to understand their social, economic and environmental impact over time and enable us to fulfil our long-term aim of being Net Zero.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure compliance with our Global Procurement Policy and SRM minimum standards.</li> <li>To work together to manage legal, data and commercial risks that could expose our firm and clients.</li> <li>To measure supplier management best practice and supplier performance.</li> </ul>	<ul style="list-style-type: none"> <li>To work closely with our stakeholders to ensure we meet the requirements of the business and provide a positive colleague experience.</li> <li>To position Clifford Chance as a 'customer of choice' with its most important suppliers and become a 'supplier of choice' to our clients.</li> </ul>

## Our key objectives are:



# OUR APPROACH

## (CONTINUED)

### 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, ensuring we consider the social, economic and environmental impact of our decisions and service requirements:

## SOCIAL

At Clifford Chance we see inclusion as a core value of the firm, and 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.

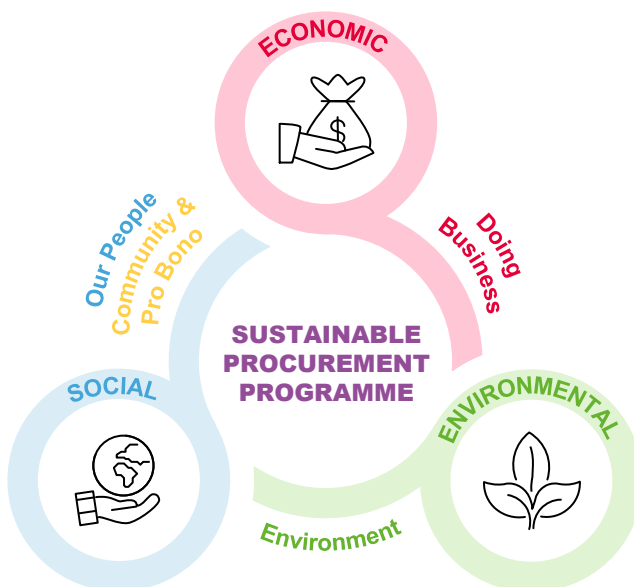
We see inclusion as an intrinsic value of our firm. It is a matter of justice. It is also a core part of our identity. Our history as a firm has been anchored in innovative and diverse cultures and approaches which have both disrupted traditional attitudes and set global standards.

### 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 enabling diverse and underrepresented Suppliers to bid for new programmes of work, as appropriate.
- **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, where applicable.

- Equality
- Diversity & Inclusion, incl. accessibility
- Health & Wellbeing
- Real & London Living Wage (UK Suppliers Only)
- Labour & Human Rights – support and respect internationally recognised human rights as part of our commitment to the UN Global Compact and consistent with UN Guiding Principles on Business and Human Rights and OECD Guidelines on Responsible Business Conduct. Take steps to ensure that modern slavery is not used in our (our Suppliers’) operations
- Health & Safety – provide a safe and hygienic working environment
- Education & Awareness (internal and external)

- Value creation – how can we leverage the knowledge and expertise of our Suppliers?
- Existing vs. new Suppliers – consider where we can reduce our tail spend and leverage existing supplier relationships
- Oversight, governance and compliance – we focus on quality and supplier risk management and assurance, including the ethical practices and technical and organisational measures and controls they have in place



- Leverage our [Sustainable Procurement Programme](#) and collaborate with our suppliers to fulfil our environmental commitments and objectives, including education and awareness
- Manage, measure and reduce our emissions in conjunction with our Suppliers, helping us to move closer to our long-term ambition of being Net Zero
- Travel vs Technology – enable virtual service delivery and digital collaboration with our suppliers to reduce our business travel

# OUR APPROACH

## (CONTINUED)

### ECONOMIC:

As part of our Supplier Management and Sustainable Procurement programmes, 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 shall 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 impact of our business operations and we would like to work with our key Suppliers to understand, manage, and reduce the environmental impact of our purchases. Using external tools, we seek to measure the sustainability performance of our Suppliers and explore areas where we work together to improve the way they deliver services to us.



# CLIFFORD CHANCE

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