

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



**OUR APPROACH AND COMMITMENT  
TO OUR SUPPLIERS**  
MARCH 2023

# 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:

Global Delivery	Commercial Awareness	Sustainable Procurement	Process & Systems	People
<ul style="list-style-type: none"> <li>To provide best practice guidance and support to all of our 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 maximise opportunities with our key Suppliers and ensure supplier performance.</li> <li>To secure and deliver the value negotiated in existing contracts.</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 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:



## 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

## (CONTINUED)

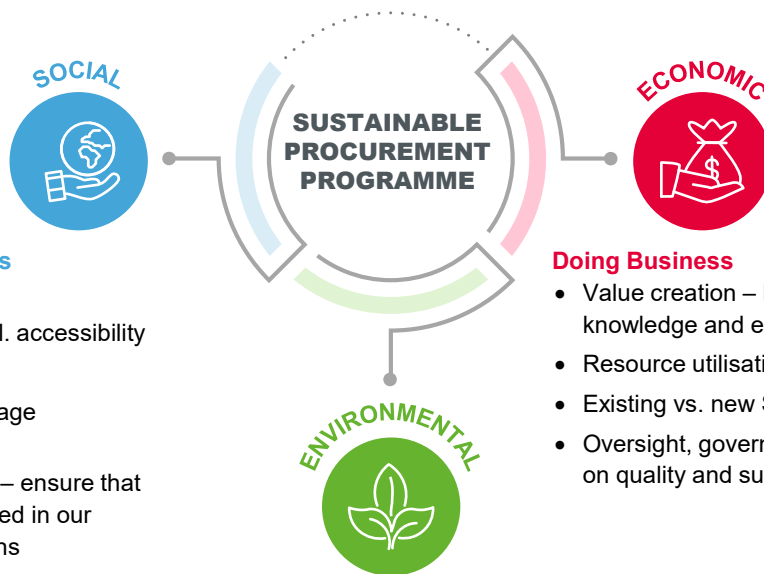
### SOCIAL

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, where applicable.



#### Our People & Communities

- Equality
- Diversity & Inclusion, incl. accessibility
- Health & Wellbeing
- Real & London Living Wage (UK Suppliers Only)
- Labour & Human Rights – 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)

#### Doing Business

- Value creation – how can we leverage the knowledge and expertise of our Suppliers?
- Resource utilisation
- Existing vs. new Suppliers
- Oversight, governance and compliance – focus on quality and supplier risk management

#### Environment

- Manage, measure and reduce our carbon emissions in conjunction with our Suppliers and move closer to our long-term ambition of being Net Zero
- Travel vs Technology – Have we considered alternatives?

# OUR APPROACH (CONTINUED)

## ECONOMIC:

As part of our Supplier Relationship 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.



**WHY CLIFFORD CHANCE**  
OUR INTERNATIONAL NETWORK



**31 OFFICES**  
**21 COUNTRIES**

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

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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