

At Clifford Chance we see inclusion as a core value of the firm and also of the law. We aim to design and implement effective inclusion strategies for our clients, within our firm and in wider society.

We also understand that inclusion is a business imperative as well as a value for our clients. Inclusive firms and societies are more innovative and successful.

Clifford Chance has assembled a team of international experts on employment law, campaigning and strategic planning to develop a suite of services and strategic analysis which can be targeted and tailored to help our clients realise their inclusion goals.

We also work with clients on developing collaborative initiatives that raise awareness, build capacity and empower our firms and our people to become effective agents of change.

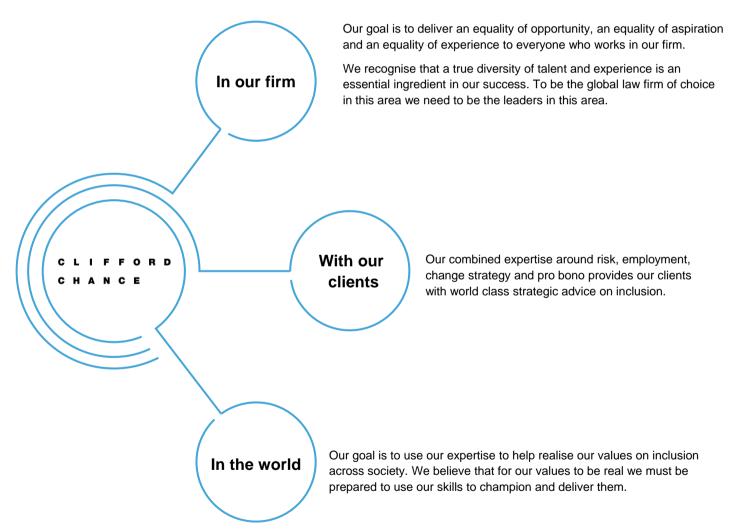




Our global strategy focusses on three areas: In our firm, with our clients and in the world. At Clifford Chance we understand that diversity and inclusion are good for our staff and their families, our firm and our clients, and society.

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 as a firm. 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.

In line with this core value we devise and implement innovative strategies in three strands:



Identifying issues, Setting priorities, Taking action

Data capture and analysis

- Legal frameworks and cultural norms for data capture: privacy law, GDPR
- Systems support
- Analysis: addressable market, recruitment attraction, offer-to-acceptance, development, mentoring and sponsorship, wellbeing, engagement, attrition, promotion
- Interpreting data to develop strategic initiatives, policies, campaigns

Reporting

- Targets and quotas
- Progress reporting: composition, pay gap

Policy and Learning

- Inclusion policy framework: respect, mobility, parental leave, whistleblowing, speaking up
- Learning: bias awareness, anti-bullying, anti-harassment, reverse mentoring
- Policy and procedure reviews



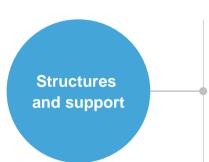


Legal and Strategic Advice

LEGAL



- · Policy wording permissibility and best practice
- · Navigating local and global tensions
- Employment and data protection regulation obligations
- · Internal investigations



- Development of tailored national, regional and global inclusion strategies
- · Organising the team
- · Aligning systems to aims
- Prioritising goals in recruitment, development and promotion

STRATEGIC ADVICE



- Development of internal and external campaigns that deliver enduring change
- Strategies to address challenges of maintaining momentum
- · Leadership capacity building advice and programs



- Affinity and networking groups
- Building strong and effective affinity groups Gender balance, LGBT+, ethnicity, disability, social mobility, religion
- · Governance and support structures

Working with Suppliers and Collaboration with Clients

Procurement policies

- Setting selection criteria
- Supplier data and reporting to you

Charters and accreditations

- UN Global Compact
- Local: Mansfield Charter, Stonewall Index, 30% Club, PRIME... and many others

Events and co-learning

- Affinity group connections
- Shared events and learning
- Cross-organisation mentoring

Pro bono cooperation

Joint pro bono opportunities



Recent client work

drafting discrimination, sexual harassment and victimisation policies covering multiple countries for a number of private equity houses, banks and sovereign wealth funds advising a major international bank on the handling of data relating to LGBTQ+ employees advising a range of financial investors on positive discrimination versus positive action including the setting of inclusion targets and implementing changes to recruitment and promotion processes

advising a major international bank on gender reassignment policies and trans issues in the workplace

providing bespoke training on discrimination, sexual harassment and victimisation policies assisting a range of large international organisations with revision of policies, procedures and training, in part as a result of media and press interest sparked by the viral #MeToo movement

advising a range of corporates, banks, insurers and financial investors on #MeToo investigations including advising on disciplinary investigations and processes and subsequent litigation advising on technical issues, matters of judgment and reputational issues related to the gender pay gap reporting regime, as well as monitoring developments in other jurisdictions (e.g. EU Commission) and in related areas (e.g. ethnicity reporting)





Collaboration with Clients

Inclusion advocates

Clifford Chance have established a network of trained individuals to whom employees can turn for an informal and confidential discussion when they are uncertain about what action they want to take.

Awareness training

Mandatory training for all inform, build capacity and empower our people to become supporters and advocates of inclusion as well as the development of programs to support men and women as they progress in their careers.

Reverse mentoring

A global reverse mentoring programme currently focused on gender, sexuality and ethnicity. We understand the key to our collective success is our own people. We believe that everyone should be entitled to an equality of opportunity, aspiration and experience. To achieve that we have to build an inclusive environment based on trust, integrity, understanding and respect for everyone. To help us achieve this we have to create the spaces where people can listen to, talk with, and learn from each other. The reverse mentoring programme helps us achieve that. The programme allows people from different backgrounds to mentor someone else so that they can understand the different perspectives and experiences that make up our firm. It allows us to truly understand that inclusion is not a "what", it is a "who".

Mental health advocates

In the UK we have engaged a team of almost 50 people across offices as Mental Health First Aiders, who act as an initial point of contact for advice about sources of support for anyone with a mental health concern. The London Wellbeing Speaker Series open to employees and clients has covered topics such as Performance under pressure, Neuroscience of Sleep, Nutrition for Performance regular Mindfulness sessions with a visiting Buddhist Monk.

CLIFFORD CHANCE INCLUSION NETWORKS

Arcus

Arcus is our global LGBT+ community and Allies network. Derived from the Latin for rainbow, Arcus is a powerful symbol of inclusivity and diversity that seeks to promote a culture where employees feel comfortable about being open about their sexual orientation.

The work we have been doing at both a global and a local level was recognised when we were ranked among the Top 10 legal employers for LGBT+ inclusion in the 2019 Stonewall Workplace Equality Index. Our Global managing partner Matthew Layton was recognised on the FT's 2016 OUTstanding LGBT Allies list; Narind Singh, Corporate Partner, on the FT's 2016, 2017 & 2018 OUTstanding LGBT Executive lists and Eraldo D'Atri on the FT's 2018 OUTstanding LGBT Future Leaders list.

Arcus London offers a buddy scheme for all new joiners, to help introduce you to the Arcus network and to provide you with a friendly face to answer any questions you may have. As well as our family leave and benefits being inclusive of LGBT+ partners, we have also extended our private medical insurance to include some support for gender confirmation surgery (subject to eligibility).

Key UK Arcus events over the past year:

- welcome drinks for new joiners: a great way to meet and socialise with Arcus members across the firm
- as Gold Sponsors of National Student Pride, many of our members were involved in this three-day event during LGBT history month which brought together LGBT+ students from across the UK to meet like-minded employers in an enjoyable and vibrant setting
- internal events such as a Trans Awareness Lunch and Learn session with Global Butterflies and collaborating with the BAME Network on 'Carnival comes to Clifford Chance'
- our global annual Pride Art exhibition, which showcases the
 work of some of the best LGBT+ and supporter artists and
 is one of the largest corporate supported exhibitions of art
 works by LGBT+ and supporter artists in the world. Last
 year, we hosted Arcus Pride art exhibitions in Amsterdam,
 Frankfurt, Hong Kong, London, Munich, New York &
 Washington DC, Paris, Perth, Sydney and Tokyo
- cross-network events with clients' LGBT networks such as cooking master classes, O2 performances at the Clifford Chance hospitality box, a Psycle event and collaborative panel discussions, such as "A Spectrum of Trans" involving clients such as BT, Amazon and Barclays.



INCLUSION NETWORKS

Accelerate>>>

Accelerate>>> is our global gender parity group with local offices developing and delivering an ambitious programme of events both internally and with clients.

One of Clifford Chance's key priorities is achieving gender parity by creating an environment where every employee has an equal opportunity to succeed on their own merit. Accelerate's>>> strategy for doing so focuses on five key pillars:

- **Institutional Change:** Increasing representation of women in senior positions and expanding inclusiveness.
- Knowledge: Raising awareness and understanding of Accelerate>>>, its strategy, and the importance of its aims.
- Connections: Networking, sponsorship and role models.
- Visibility: Increasing the visibility of women both internally and externally.
- Action by All: Creating change by engaging everyone across the Clifford Chance network and leveraging all of the firm's expertise, talent and resources.

Examples of our initiatives include the Pay Gap Working Group, Inclusion Advocates, enhanced shared parental leave policy – in line with our maternity benefit, participation in the Murray Edwards College Cambridge research 'Collaborating with men' – our workplace culture survey, and reverse mentoring programme.

Key UK Accelerate>>> events over the past year:

- the Pioneering Women series, a series client presentations featuring amongst them Mishal Husain, Dr Pippa Malmgren and Baroness Amos
- sponsorship of the First 100 Years project: An ambitious video history project documenting the journey of women in the legal profession, from 1919 to present day. This project also inspired us to reflect on our own history and publish a booklet bringing together the voices of some of our 'first women' each of whom paved new paths, broke new ground and, in their own way, played an important role in shaping the future of our firm
- for International Women's Day 2019 we ran a networking lunch supporting the First 100 Years project and hosting some of our first women partners and diversity pioneers over the last few decades
- we hosted several clients in the hospitality box at the O2 during Michelle Obama's acclaimed 'Becoming' tour.



INCLUSION NETWORKS

Ethnicity

The London BAME (Black, Asian and Minority Ethnic) Network is supporting the firm in increasing its ethnic diversity and seeks to ensure that our ethnic minority employees can contribute fully to the work, culture and experience of the Firm. The network provides employees with a place to discuss and receive support in relation to specific challenges facing ethnic minority employees, and provides a platform to raise awareness about these issues with colleagues more generally. In the US, our Black and Latino Subcommittee and Asian and Pacific Islanders Subcommittee have both been established for over a decade.

The firm has been working with Rare Recruitment for over 5 years, successfully increasing the ethnic diversity of our trainees. Our successful Cultivating Champions session for senior leaders encouraged many of our leaders to participate in the 'reverse mentoring' programme to better understand different perspectives of the workplace and to build personal insight.

London BAME network members have also participated in the BSN Creating Pathways cross-organisational mentoring programme, with London BAME lawyers from private practice and in-house roles.

Habib Motani, Partner and global head of our Derivatives practice and Chinwe Odimba-Chapman, Partner TPE, were recognised in the 2018 EMpower List, for ethnic minority leaders. Chinwe has also been listed on the Cranfield School of Management's "50 women to watch" and our network co-chair, Roy Appiah, was a finalist in the Black British Business Awards - 2019.

Key London BAME events over the last year:

- we recently won 'Outstanding BAME/Multicultural Network' at the 2018 UK Diversity Legal Awards and took two tables at the awards dinner to celebrate with network members and senior leaders
- Two Black History Month events last year, a panel discussion on 'Authentic Leadership' and 'An Interview with Akala', along with book signing for his recently released book, Natives
- hosted an intimate client reception at Nelson Mandela: The Official Exhibition in a series of experiential galleries
- Cultivating Champions session for our Senior Leaders, focusing on three key themes: "Let's talk about race", "Where are my role models?" and "I need a Champion". Network members supported the discussions in person and through a series of short videos.



INCLUSION NETWORKS

Disability Action Group

Our Disability Action Group aims to provide an inclusive, open environment for colleagues to raise and discuss aspects of working life — including where the workplace may be experienced differently by those with disabilities. We strive to create opportunities for rich discussion, sharing and establishing solutions across the firm, enabling colleagues — with and without disabilities — to thrive at Clifford Chance.

The Group has three core areas of focus:

- raise awareness
- provide support
- · Accessibility.

We offer adjustments to the recruitment process to assist candidates with a disability and work with you to consider adjustments to help you perform in your role. As members of Business Disability Forum, we have access to range of support for managers and colleagues.



OTHER GROUPS

We have a number of thriving groups within the Clifford Chance community, catering for a range of interests and activities. Our faith groups (CC Christian Fellowship, CC Islamic Community and CC Jewish Society), the Armed Forces Network, CC Vets, our Art Club and Music@CC, to name a few.



In Society

Clifford Chance believe that if you have a commitment to inclusion you must be prepared to use your skills and influence to champion, campaign and work to deliver on your values. Some current examples:

- Global access to justice Clifford Chance and The Hague Institute for Innovation of Law (HiiL) have announced a global, multi-year partnership to promote equal access to justice for all in line with Sustainable Development Goal (SDG) 16. This SDG aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels
- Global Human Rights Campaign partnership Clifford Chance have formed a global partnership with the HRC to work to deliver equality for LGBT people
- Singapore Adoption case Representatives of the Firm have successfully persuaded a specially constituted 3-Judge High Court chaired by the Chief Justice of Singapore to allow a gay man to adopt his son, who was conceived through surrogacy in the United States.
- Singapore Decriminalisation of homosexuality lawyers from our formal Law Alliance partner in Singapore, are lead counsel to argue a similar challenge, ongoing before the Singapore Courts against the section 377A of the (Singapore) Penal Code
- Poland The firm successfully brought a motion to a Polish court which ordered the conservative newspaper Gazeta Polska to halt the distribution of 'LGBT-free zone' stickers.
- UK Non-gender specific passports Clifford Chance has secured permission from the English Court of Appeal to challenge the High Court's finding that the UK Government's policy to refuse to issue non-gendered passports ('X' passports) is lawful.
- Brunei Clifford Chance are currently analysing the
 provisions of the recently introduced penal code in Brunei.
 We are exploring whether there are any legal options
 available to challenge the law or potential prosecutions
 under the law. We are engagement with human rights and
 LGBTI community and groups in the region and globally to
 build the strongest possible coalition to reverse the law.

- The Commonwealth Sisters of Change on criminal justice law reform in the area of sexual violence in the Commonwealth
- our relationship with ICAAD, the central focus of which at the moment is on ending gender bias in the prosecution of sexual violence crimes in the Pacific Islands
- our clinic in London with London Black Women's Project, where we advise women who are fleeing domestic violence
- long term relationship with My Sister's Place in the US, who are focused on combatting sexual violence and the trafficking of women
- raising aspirations day in London for school children with disabilities – "The day has motivated me and helped me understand your disability shouldn't be a barrier and that you can do anything in life".



CLIFFORD

CHANCE

OUR TEAM



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Tiernan Brady is the Firm's Global Head of Inclusion and brings to the Firm a wealth of knowledge, expertise and campaign experience. He was the Executive Director of the Equality Campaign in Australia, the successful national campaign for Australian Marriage Equality. He was the political director of Ireland's successful "Yes Equality" campaign which saw Ireland become the first country in the world to introduce marriage equality by a public vote. https://en.wikipedia.org/wiki/Tiernan Brady



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Laura King is the Firm's Global Head of People and Talent. Before taking up leadership of the firm's people and talent function globally, Laura specialised in securitisation and structured finance capital markets work. Laura has over 20 years' experience at Clifford Chance. She is a member of the firm's Executive Leadership Group, Executive Operations Group and leads the firm's Global HR Leadership Group. In addition to heading strategy and operations for the firm's HR function, she is extensively involved in the firm's recruitment, development, diversity and inclusion initiatives.



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Alistair Woodland is a Partner in our Employment team. He advises on all areas of employment law, including employment litigation, collective consultation issues, regulatory investigations and general advisory matters. He has advised clients responding to renewed concerns over workplace propriety in the context of the #MeToo movement; the requirements of the Gender Pay Gap Reporting regime; and claims of unfair dismissal and disability discrimination, among many other complex and high-value employment disputes.

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

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