We believe that by developing our people and creating the best team, we are able to better advise our clients on matters that are most important to them.
At Clifford Chance, we believe that by developing our people and creating the best team we are able to better advise our clients on matters that are most important to them.

We aim to identify the best person for each role, regardless of their background. We are committed to continuing to broaden the range of people in the firm and to fostering a supportive, inclusive work environment where everyone can be themselves and develop to their full potential so they can do the best work and contribute to the success of our clients and of Clifford Chance.

We are dedicated to building a better place to work for everyone.

Our ambition is to act for the world’s leading businesses on work that is most important to them. This means acting on instructions that are usually complex, multi-faceted and, more often than not, international. To deliver the very best solutions for our clients on their most significant challenges means bringing together the sum of all our creative talents as a dynamic and cohesive team. >>

>> The best teams thrive on innovation, the interplay of different perspectives and a richness of views from a diverse range of backgrounds. As a firm, we track our diversity against a number of key indicators; for example, around gender, ethnicity, age, sexual orientation and social-economic background.

Performance against these indicators continues to be important to us and we are transparent and open about our progress in these important areas.

More broadly, we are seeking to build a workplace that not only recognises who someone is, but encourages and champions the important contribution they make, regardless of their gender, sexual orientation, race or social background.

I truly believe that our differences make us stronger and enable us to thrive as a more client-focused business. Creating an inclusive workplace will be a central priority for our success well into the future.

Matthew Layton
Managing partner

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Clifford Chance’s steps towards creating a more inclusive workplace have been recognised in the Asian Legal Business Diversity List 2016. The list seeks to showcase those law firms across Asia that promote diversity and inclusion.

In including the firm, the judges noted that Clifford Chance ‘seeks to hire and nurture talent from sources as diverse as its ever-broadening client base, which includes businesses, regulators and governments in Asia Pacific’s varied cultures and markets’.

Asian Legal Business highlighted the firm’s strong meritocratic culture that recognises capability regardless of gender, background or sexual orientation.

Internal networks, such as the Arcus Asia Pacific Network, are helping foster an inclusive and integrated culture that gives colleagues the choice to be open and out about their sexual orientation or gender identity. We held our official launch event for our Allies programme in Hong Kong in December 2015 hosted by our regional managing partner for Asia Pacific and with a number of speakers, featuring Todd Sears from Out Leadership.

Also noted were the firm’s initiatives to counter bias and maintain an inclusive culture through awareness training and seminars, including our global ‘Unconscious Bias Awareness’ training platform. Anyone involved in the partner selection process takes part in the ‘Unconscious Bias Awareness’ training.

The firm has a publicly stated ambition to have at least 30% women in the partnership and reports on this target annually.

Since we introduced this ambition, the proportion of women in the partnership globally has increased to 18%. In Asia Pacific 28% of partners are female.

Diversity is one of our greatest assets, according to financial regulatory associate Joshua Price. By reflecting the society in which we exist, we foster a more creative environment that helps us stand tall in a globalised world.

“Our clients are international, so it helps to be able to offer a range of cultural experience and language skills. Diversity benefits our business and it benefits our society. The two go hand in hand.”

Growing up in Angel Town, a council estate in south London, Joshua is seen as a role model to other young people with few educational opportunities.

“To me, there are two barriers: networks and mind-set,” he says. “You must have the right attitude, but also have access to a network around you – friends, family, school – that can teach you the soft skills you need to build a successful career. Often, young people from disadvantaged backgrounds don’t get the same opportunities.”

Joshua got his first glimpse of law through a family friend who had studied for the Bar and inspired him to look around and try it out. “That initial step is the barrier,” he says. “You don’t need a hand-out, you need a guiding hand. If you can see different opportunities in front of you, you can see what’s right for you.”

Joshua now helps students at his alma mater, London’s School of Oriental & African Studies, attending events and speaking about career opportunities.

Joshua also keeps in touch with young people, including a group of teenagers from Angel Town, to help raise aspirations and foster diversity in City workplaces. The key, he says, is visibility.

“Even on a symbolic level – whether it’s identifying with colour, religion, or simply your home town – it’s about showing them that someone like them can do it. I was the first in my family to go to university, now my sister has done the same.

“It’s important to have that visibility. If you can’t physically see anyone else like you in your organisation, you’re more inclined to move on. If we don’t keep diversity as a priority – be it ethnicity, gender, sexual orientation, religion – we risk losing valuable talent.

“We need to stay mindful and engaged, with an active policy and commitment to ensure that people progress all the way through the organisation. As a firm, we are stronger with a culturally-rich environment; it’s not just about how we look, but what it brings to our business too.”

We held our official launch event for our Allies programme in Hong Kong in December 2015.
As part of a series of events to mark our role as Official Law Firm of Rugby World Cup 2015, former Wales rugby captain Gareth Thomas visited our London office to talk about his experience ‘coming out’ as gay to his family, friends, team mates and, later, to the wider public.

In his powerfully honest account, Gareth, or Alfie as he is nicknamed, spoke about growing up in a working class family in Bridgend, Wales, a miner’s son who dreamed of playing sport for his country. He would go on to win 100 caps playing for Wales, make appearances for the Lions team made up of players from England, Ireland, Scotland and Wales, and win international honours in the League version of the game.

But Gareth hid a secret. It was a secret that led him to a cliff top contemplating suicide.

“I had created so many personas I didn’t know who I was any more,” said Gareth. “I had been living with lies for 20 years. My secret was life and death to me.”

Speaking to an audience of clients, colleagues and guests before opening the Arcus Pride art exhibition in our London office, he said his life had been a “rollercoaster” but he was now “a guy who never wants his life to end”.

After coming out in 2009 Gareth was voted top of the Pink List (now the Rainbow List) and he received Stonewall’s Hero of the Year award.

The event was introduced by Arcus’ co-chair Stuart Mason who described Gareth as an inspirational role model.

Answering questions from the audience, Gareth talked about the positive reaction to his book Proud and his work with the Childline charity to help young people struggling with their own sexuality.

In September 2015, managing partner Matthew Layton helped launch the firm’s Arcus Allies programme for employees who do not necessarily identify as LGBT+ but who wish to act as advocates for equal rights and fair treatment of LGBT+ colleagues.

Speaking at the launch in London, Matthew said that an inclusive working environment “is essential if we all are able to perform to our full potential and to deliver the best team consistently to our clients”. All of the Executive Leadership Group have signed up to be Arcus Allies.

In 2016, Arcus ran its largest and most successful Pride art exhibition showcasing the work of some of the best lesbian, gay, bisexual and transgender and supporter artists. We now host Arcus Pride art exhibitions in Amsterdam, Hong Kong, London, New York and, for the first time this year, Paris, Sydney, Perth and Washington D.C.

In 2016 Arcus ran its largest and most successful Pride art exhibition showcasing the work of some of the best lesbian, gay, bisexual and transgender and supporter artists. We now host Arcus Pride art exhibitions in Amsterdam, Hong Kong, London, New York and, for the first time this year, Paris, Sydney, Perth and Washington D.C. >>

>> We also partner with clients to promote LGBT+ inclusiveness across the globe.

At our London office we co-hosted a panel discussion with Barclays asking “Where are the LGBT+ role models in sport?” A distinguished line-up of sportspeople shared their experiences of being LGBT+ at a high level in the sporting world. The event, which was attended by more than 130 people from a number of our leading clients and our charity partners, also raised more than £1,500 for Diversity Role Models, an organisation that tackles homophobia and transphobia bullying in schools. A number of our employees now act as role models with local London schools.

In June, Arcus Amsterdam hosted a Human Rights Watch/Pride Photo Award event. The main speaker was Boris Dittrich, who for the past decade has worked as an Advocacy Director at Human Rights Watch, leading its LGBT+ rights programme around the world.

The work we have been doing at both a global and a local level was recognised when we were ranked this year among the top 10 UK best employers for LGBT+ colleagues in the annual Stonewall Workplace Equality Index.

Partner Narind Singh was named in the 2015 OUTstanding list of 100 most influential LGBT+ executives.
Ari Kahn shares a joke with his students

Over several years, Ari Kahn has spent hundreds of hours, including at weekends, working with New York City high school students, many from disadvantaged backgrounds, preparing them for moot court and mock trial competitions.

In 2012, Ari assembled a New York City team to compete in the inaugural International Moot Court competition in The Hague. That team comprised students from public schools representing all five boroughs, many of whom had never travelled outside of the state before. Under Ari’s guidance, they won the world championship, beating teams from across the world.

“The biggest difference I see in the kids I’ve worked with is the confidence they gain,” explains Ari.

“That confidence doesn’t come from me telling them they’re great, or special or unique. It comes from the fact that they’re doing it themselves. They learn that if you set a goal and work hard, you will achieve it.”

Ari says that organisations, such as Clifford Chance, have a responsibility to do more to help young people fulfil their potential, both in the legal profession or in other careers.

“The reason diversity is so helpful is that we work best when we bring lots of perspectives to a solution – perspectives I may not have thought of. It works in law and it works in life. >>

\[Image 1\]

FINANCIAL SUPPORT FOR ASPIRING LAW STUDENTS

For the sixth consecutive year our Paris office partnered with the Association of Moroccan Business Lawyers (AJAM) to award a scholarship to a Moroccan business law student.

The financial assistance package, awarded every year on the basis of academic and social criteria, amounts to EUR 5,000 a year and is intended to assist the student to become a lawyer.

This year, the scholarship was presented to Hamza Sebiti, a 22-year-old Business Law student at the University of Paris II - Panthéon - Assas.

PROMOTING MOBILITY IS A PRIME OBJECTIVE

Clifford Chance is part of an alliance of UK law firms supporting the PRIME programme that aims to broaden access to the legal profession.

The firm has committed to providing 50 week-long work experience places to young people from less-privileged backgrounds, offering them insight into the range of careers available. Students take part in a business challenge, meet with a barrister, hear from in-house lawyers, take part in skills sessions, mock interviews and network with trainees.

For some students, like Zahrah Mohammad, the programme can lead to the offer of a training contract with Clifford Chance. Zahrah talks about her journey into law.

What tempted you to apply for the PRIME work experience?

Having not stepped foot into a law firm before, I wanted to experience the environment and learn about the role of a City solicitor. It was important for me to choose a career path with continuous learning, development and progression. It was definitely a proud achievement for me to get this insight before I even started university.

What were the barriers that held you back from following this career path?

I was worried that I wouldn’t know where to find relevant work experience. However, through PRIME, I could access the right kind of experience through mentoring programmes and skill-building sessions.

Did the work experience change your opinion about what lawyers do?

It showed me more about the variety of work available in law and how it can suit different skillsets. It also showed me how large-scale the deals are and the international scope of the work. I was impressed by how trainees work closely alongside associates and partners in the firm, and I could see the strong focus on client relationships and how you can be >>

>> I wanted to train at Clifford Chance. I was even after my work experience finished I kept in contact and attended a follow-up reunion event. With the knowledge and experience I gained I was able to clearly articulate why I wanted to train at Clifford Chance. I was fortunate enough to also secure a place on the vacation scheme, experiencing some of the work of a trainee.

What did you take away from the work experience?

By working alongside intelligent and motivated individuals, I was made to feel part of the team, which is why I was determined to apply for a training contract.

Having been mentored myself through the PRIME programme, I now mentor Sixth Form students who are applying for university and undertaking PRIME work experience placements. I want to help others build their confidence so they can achieve success in their own career journeys.
INTERNATIONAL WOMEN’S DAY

Colleagues from across the firm came together this year to mark International Women’s Day on 8 March.

Our commitment to promote gender equality and inclusiveness within the organisation was underlined when managing partner Matthew Layton announced that the firm was signing the UN Women’s Empowerment Principles.

Across our offices, employees showed their support for this global day of celebration. Our Sydney and Perth offices held a clothes drive to provide out-of-work women with business wear to get back into the workplace.

Hong Kong also held a clothes collection and sponsored a table at The Women’s Foundation lunch highlighting the situation of disadvantaged women and girls in Hong Kong.

A sale of hand-made products in our Delhi office raised money for Literacy India to help women living in rural communities.

Colleagues in our Middle East offices took part in a panel session of senior women executives followed by a networking opportunity in Dubai and a ‘Pledge for Parity’ business breakfast in Abu Dhabi.

Meanwhile, in Germany, we donated €5,000 to the Frankfurt Multigenerationhouse, which supports refugee families, mostly from Syria, Afghanistan, Iraq, Eritrea and Pakistan.

Colleagues in our New York and Washington, DC offices hosted programmes with Dress for Success, a non-profit organisation that provides business clothing to women seeking career opportunities.

Our London office hosted a talk by the broadcaster and journalist Mishal Husain, and a presentation by Amanda Couper, director of legal and donor compliance for Marie Stopes International, an NGO that provides family planning and reproductive healthcare for vulnerable women.

Colleagues in our New York and Washington, DC offices hosted programmes with Dress for Success, a non-profit organisation that provides business clothing to women seeking career opportunities.

The Hong Kong Women’s Network has three aims: “engaging talent”, such as the recently-launched mentoring programme for senior female associates; “enriching our relationship with our clients” through a busy calendar of events and joint activities; and “enhancing our work/life balance”, featuring presentations and workshops to help women help themselves. There are also active women’s networks in Amsterdam, Frankfurt, Italy, New York, Paris and Singapore.

Awareness-building, mentoring, networking and coaching, as well as new IT systems that support flexible working, are helping us address the issue of gender equality in fresh ways to ensure that men and women can play equally a full role in the success of the firm.

A DECADE OF PROGRESS

Gender imbalance at partnership level is an issue that all large law firms share. Research by The 30% Club (of which the firm is a founder member) in 2012 suggested that men were 10 times more likely than their female colleagues to progress to partner in law firms and three times more likely than women in professional services firms.

We have set ourselves a target of 30% female partners in the firm; this target is owned by the firm’s most senior leadership and we report on progress against it each year. Achieving 30%, while respecting our meritocratic culture, is no simple matter. We are seeking to shift the dial in a sustainable and equitable way that does not rely on mandatory quotas or positive discrimination.

In the most recent round of partnership promotions in May 2016, six of the 24 (25%) people promoted were women. Across the firm, just over 18% of the partnership is now made up of women (up from 15% in 2009 when the target was set) and in some regions (Asia Pacific 28% and the UK 22%) the figures are higher. A closer look at the number of women joining the firm and on their career journey also gives reason to be optimistic about continued progress. More than 53% of trainees are women and 47% of associates are women. Women make up more than 55% of our business services colleagues.

Over the past decade there has been gradual progress in achieving gender balance across the partnership, but also in developing understanding of what happens to female talent in the firm, why some regions are more successful at supporting women through to partner level, and in developing systems and processes to enable both men and women in the firm to reach their full potential. Our women’s networks have acted as important forums for debate on gender-related issues and agencies of innovation over recent years.

INCREASING EQUALITY
BRINGING PEOPLE TOGETHER

This year saw the launch of London’s Black & Minority Ethnic (BME) network, which joins other diversity networks across Clifford Chance focusing on the recruitment, retention and advancement of diverse associates by providing networking opportunities and social events throughout the year.

For example, to mark Hispanic Heritage Month our Black & Latino Sub-committee in the U.S. recently presented a special tour and lunch highlighting Hispanic artists at the Museum of Modern Art in New York, and collaborated with non-profit ‘Groove with Me’ to host a hip-hop dance class in celebration of Black History Month. In London, the BME brought the famous annual Notting Hill Carnival to the firm in a joint event with LGBT+ network, Arcus. With vibrant costumes, the sounds of calypso and authentic cuisine, the event honoured the significance of West Indian influence on London culture today.

“The great thing about these networks is that they bring people together, from all practice areas, and enable them to become more comfortable about being their whole self at work,” says co-chair of the BME network, Roy Appiah.

**A RARE OPPORTUNITY**

Clifford Chance is committed to recruiting and developing talent from all walks of life, helped by our long-term partnership with diversity recruitment group, Rare.

Rare was founded by Raphael Mokades in 2005 to support minority candidates in securing graduate positions in top City firms and help companies recruit diverse talent.

Since 2011, we have made 80 training contract offers through Rare, and were the first to adopt Rare’s Contextual Recruitment System (CRS) – identifying stand-out candidates by not only looking at grades, but how those grades compare to a candidate’s schooling and background – now used by 36 firms in the UK and Australia.

The firm also sponsors industry research by Rare, and together we have won several awards for innovation in recruitment.

“Clifford Chance clearly leads the commercial law sector in the ethnic diversity of the talent it has coming through,” says Raphael. “Just think, if talent is distributed anywhere close to equally across the population, without a broad intake of employees, you’d miss out on a huge amount.”

Raphael says a “huge degree of trust and honesty” sits at the heart of the partnership with Clifford Chance. Since adopting the CRS, the firm now employs more candidates from disadvantaged backgrounds, and our trainee intake of Black & Minority Ethnic (BME) candidates has been around 40% for three years running. Could organisations be doing more to retain the best talent?

“We need to be running focus groups and looking at data to see why certain candidates may not be progressing to partnership level, or why people may look to leave,” says Raphael.

“We need to stay observant and engaged. We need to constantly be asking ‘why’?”

**INTEGRATING INTO THE LOCAL COMMUNITY**

Our focus on developing deeper, broader roots in the communities in which we operate has enabled us to gain a better understanding of the local legal and business market, deepen relationships with our clients, and help set the agenda for key issues.

A great example of this can be seen in Singapore, where we have worked hard to integrate into the local community.

Our Singapore office was opened in 1981. In 2012 we signed a Formal Law Alliance with Cavenagh Law LLP. The alliance allows the two firms to provide the broadest range of Singaporean and international legal services.

To enhance our capability we have, over the past three years, more than doubled the number of locally qualified lawyers from about 25 (of 80) to 60 (of 110). Including business services colleagues, about 70% of our employees in Singapore are local.

“There is a much stronger focus on having locally qualified lawyers than there was even five years ago,” explains human resources manager Belinda Blackburn.

“Making this commitment in the local community is valuable for two reasons: while much of what our transactional lawyers do involves foreign laws, there are often a number of Singapore law elements. This includes an increasing use of Singapore law as the governing law on cross-border deals, as well as Singapore now being a venue for dispute resolution. Having dual qualifications makes our lawyers much more versatile and they can be involved across all aspects of the transaction.

“The other important reason is that our clients prefer working with people based in Singapore; that is the way business is done in Asia. Clients like to build trust with the person they’re dealing with in a way that is much more difficult with a fly-in-fly-out arrangement. We are lucky to have such a well connected >>
Jane Ramsell, an on-site events co-ordinator in our London office, sought support from an advocate and our healthcare provider when she found herself unable to cope with a combination of different circumstances.

"You have to be in the right place mentally to ask for help. It is the hardest thing saying 'I am not well and I need help', but once you can do that there is a lot of support and help available from the firm.

"Knowing that what you say will be treated in confidence, with respect, and that you won't be judged was also very important. I did not feel judged at any point.

"I feel so much better for staying with the firm. It is something I struggled through, but I have come out the other side and I feel a much better and more resilient person."

Mental wellbeing – one in four of us is likely to suffer from a mental health problem at some point in our lives – is being addressed through a series of awareness campaigns and resilience programmes.

Using the global Employee Assistance Programme, colleagues can access support and counselling advice for medical and personal issues. In London, for instance, our network of mental health advocates can direct those with concerns about their mental wellbeing to sources of support.

WELLBEING AND RESILIENCE

Working can provide a sense of wellbeing and positive feelings of achievement. To ensure that people can enjoy good health and give their best for our clients, the firm is committed to supporting the physical and mental wellness of colleagues.

3,000 lawyers
6,200 colleagues
35 offices in 25 countries
No.1 in Chambers Global Top 30
Over 75% of our top 50 clients worked with us across at least 20 of our offices
£1,390m in annual revenues

RESILIENCE