

C L I F F O R D

C H A N C E

STANDARDS
PROGRESS
ETHICS
RISK
CLIENTS
EDUCATION
ACCESS
JUSTICE
RELATIONSHIPS
COLLABORATION
HUMAN RIGHTS
STANDARDS
PROGRESS
ETHICS
CLIENTS
EDUCATION
ACCESS
JUSTICE
RELATIONSHIPS

PARTNERING FOR CHANGE

RESPONSIBLE BUSINESS
2019 REPORT

SUSTAINABILITY
EFFICIENCY
TARGETS
AWARENESS
CLIMATE
CLEAN
IMPACT
LEARNING
POTENTIAL
AMBITION
AGILITY
WELLBEING
INCLUSION
SUSTAINABILITY
EFFICIENCY
TARGETS
AWARENESS
CLIMATE
CLEAN

OUR VISION

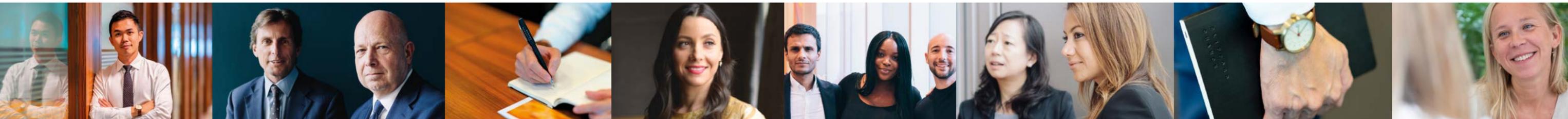
is to be the global law firm of choice for the world's leading businesses of today and tomorrow.

As a leader in our field we are rightly held to high standards in all we do. We believe that our licence to operate, the sustainability of our business and the achievement of our vision are dependent on our ability to inspire trust and earn the confidence of all our stakeholders.

To do this we must act responsibly, creating long-term value and supporting their future success. We use our commitment to the UN Global Compact, and associated global frameworks, to help shape our approach. Our activity is aligned with and supports the UN Sustainable Development Goals, focusing on those areas where we can make the greatest contribution.

We believe that working in partnership with our clients, legislators, governments, industry bodies, local communities and beyond helps us to realise our responsible business strategy and contribute to sustainable change.

We believe that a large part of this is working to empower our people to seek opportunities to collaborate to make an impact in the areas that matter. This report gives an insight into the ways we collaborate with all our stakeholders, and the positive change we hope to achieve through working together.



CONTENTS

Partnering for Change: How SDG 17 inspires and underpins our activity as a Responsible Business.



INTRODUCTION	DOING BUSINESS	PEOPLE	COMMUNITY	ENVIRONMENT	MONITORING OUR PROGRESS
Our Responsible Business Strategy 2	Raise The Bar 8	Champion Our Values 14	Move The Dial 20	Break New Ground 26	Monitoring Our Progress 30
Trust and Confidence 4	Partnering to... raise standards of practice 9	Partnering to... improve work-life balance 15	Partnering to... develop a theory of change 21	Partnering to... explore the right to a healthy environment 27	Thank You 31
	My view on... creating a virtuous circle of learning 11	My view on... asking for help 16	My view on... working with the UN High Commissioner for Refugees 22	My view on... the future of energy 29	

OUR RESPONSIBLE BUSINESS STRATEGY

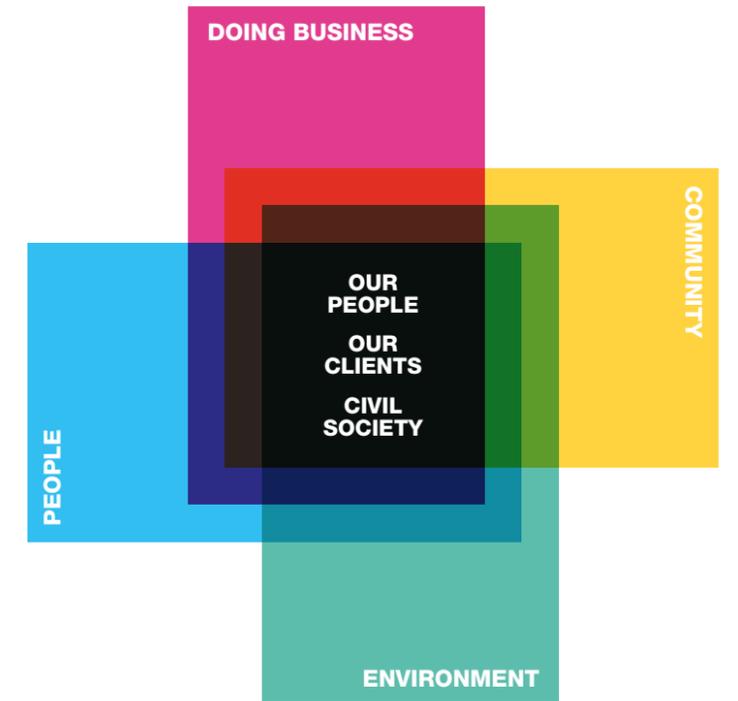
Our Responsible Business strategy concentrates on our most material issues: those that are most important to our stakeholders and those with the greatest potential to affect the sustainability and success of our firm.

The strategy aims to take a holistic view that integrates different perspectives and near-, mid- and longer-term horizons, and that is progressed through clear objectives and KPIs, careful scrutiny at senior leadership level and high levels of engagement throughout our firm – across offices, roles, and seniority.

MAPPING OUR OBJECTIVES TO THE SDGs

We believe that as a firm we have a strong record in making a contribution towards a number of the Sustainable Development Goals (SDGs), in particular goals 1, 2, 4, 5, 8, 10, 11, 15, 16 and 17, and we intend to continue to do so through to 2030.

In this year's report, we highlight our focus on our SDG 17 contributions, reporting in detail how partnering with our clients, our communities, legislators, industry bodies and beyond to achieve lasting change is fundamental to our approach.



DOING BUSINESS

Strategic focus:

We establish and promote market-shaping practices in relation to ethics, professional standards and risk management.

Benefits to society:

Promotes ethical business practices which build sustainable economies and uphold the rule of law.

Benefits to clients:

Service informed and defined by the highest standards of professionalism, ethics and risk management.

Benefits to the firm:

Builds trust and confidence in all stakeholders.



PEOPLE

Strategic focus:

We realise the potential of our people by creating a safe, healthy and inclusive workplace, and by broadening our skills and experience.

Benefits to society:

Our people are equipped to make a positive contribution across their networks and wider communities.

Benefits to clients:

Better understanding and better advice.

Benefits to the firm:

Attracts, retains and develops high-quality people.



COMMUNITY

Strategic focus:

We partner to support our community by widening access to justice, finance, and education.

Benefits to society:

Supporting a wide range of organisations from small community charities to international NGOs to achieve their mission.

Benefits to clients:

Project collaboration strengthens relationships.

Benefits to the firm:

Broadens experience and develops skills.



ENVIRONMENT

Strategic focus:

We manage our footprint and contribute to developing a more sustainable world.

Benefits to society:

Minimises our own impact. Contributes to wider adoption of environmentally sustainable business activities.

Benefits to clients:

Meets expectations of environmental sustainability.

Benefits to the firm:

Demonstrates commitment to environmental issues. Aligns with our people's expectations and reduces cost.



TRUST AND CONFIDENCE

Reflecting on our desire to work with others to drive progress, Global Managing Partner Matthew Layton and Senior Partner Jeroen Ouwehand discuss why trust and confidence underpin our business.

Matthew Layton

The core objective to 'do the right thing' drives our business. For me, this is a question of trust: are we winning and sustaining the trust of all of our stakeholders. Do our people have confidence that we as a firm are united in our commitment to doing business responsibly? Do our clients come back to us because they trust in our commitment to do business in the right way in the services and advice we provide? These principles flow through the fabric of our firm, and at all times should be our guiding star in the decisions we make – big or small.

We are acutely conscious that stakeholder perception of business moves rapidly, and trust can be eroded or lost very quickly. Our clients are conscious of this too, so we consistently look for opportunities to work together to ensure that we are doing the right things to promote trust in their business and ours.

I am very proud of the core principles of justice and the strengths of the rule of law that, across the firm, I believe we all subscribe to: integrity, respect, upholding human rights, equality and inclusion. These underpin the trust we aim to cultivate in all our stakeholder groups, and what we



17 PARTNERSHIPS FOR THE GOALS



“We have the greatest impact on the future of the world when we act through collaborative partnerships, combining the rich skills we have within the firm with the strengths of others.”

Matthew Layton
Global Managing Partner



stand for. We welcome the opportunity to safeguard our integrity through increased transparency. This is why we report annually on our progress and why we are constantly challenging ourselves by 'holding up the mirror' to identify areas to improve and develop in support of our shared objectives.

We also enjoy a privileged position, with expertise in areas that are the heart of sustainable development, such as the legal and regulatory frameworks for human rights, international trade and investment, digital ethics or green energy. This gives us enormous potential to support sustainable development that will promote greater equality and inclusion. We have the greatest impact on the future of the world when we act through collaborative partnerships, combining the rich skills we have within the firm with the strengths of others, engaging with policy makers, academics, NGOs and business leaders.

Across the world, people's views are becoming more polarised; there is more conflict, fragmentation and complexity everywhere we operate. We need to ask ourselves what that means for our firm in 20 or 30 years as well as today. No one can answer that for certain. We will need to be flexible in how we respond but our fundamental commitment to use the rule of law, and our expertise to promote prosperity and sustainability in the wider world will remain intact.

Jeroen Ouwehand

One of the biggest questions we've been focusing on more over the past year is how we can use these guiding principles to create value for the long term – for our clients, our people and for wider society. Aligning ourselves with the UN Sustainable Development Goals gives us an effective framework for this, as it focuses our efforts on the issues that matter most to our stakeholders.

Increasingly, we see that many of our clients are now mapping their own objectives in a similar way. They come to us because we have the expertise – both legal and regulatory – to help them pursue these objectives; we understand their culture, and can use our sphere of influence to ensure they achieve them.

We also need to understand the individual and collective aspirations of our people, and the motivations that drive different generations. We need to ensure we're structured so ideas can thrive, percolate through the firm, spark our imaginations and act as a motor for our progress.

Much of how we create value, as Matthew says, is through our role as experts in the rule of law. The work we do to promote human rights and widen access to justice, finance and education gives us a platform to effect significant and positive change. Our expertise also obliges us to engage

with policy makers to help develop regulation that promotes long term prosperity and stability. We see some outstanding examples of this work in this report.

These aspects of our work are distinct but deeply connected and overlapping. Our most effective work is often when we bring together all three dimensions, creating virtuous partnerships between our clients, our people and our NGO partners and wider external stakeholders.

The work in this report shows what we can, and have, achieved in this way. It also shows the careful groundwork we are laying for achieving even more in the future.

DOING BUSINESS

responsibly through market-shaping practices in relation to ethics, professional standards and risk management is a top priority.



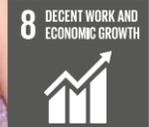
“

At the heart of this is a culture where our people feel part of the bigger picture.”

BAHARE HEYWOOD

3,000+

**PARTICIPANTS
IN OUR ETHICAL
CONDUCT SURVEY**



**RAN A FULL
CYCLE OF
STRATEGIC
RISK REVIEWS**



**DEVELOPING
A FIRM-WIDE
COMPLIANCE
FRAMEWORK**



**COMPLETED
FULL ROUND OF
ETHICAL TRAINING**

FOLLOW MORE OF OUR PROGRESS ON P. 30 →

RAISE THE BAR

We welcome diversity of thought and are focused on taking our consideration of ethics to the next level.

PARTNERING TO... RAISE STANDARDS OF PRACTICE

Our Brussels office has partnered with 19 other law firms to establish the Legal Diversity & Inclusion Alliance (LDIA), the first initiative of its kind in Belgium.

The LDIA is a collective effort, through which we aim to reinforce our commitment to creating a diverse and inclusive organisational culture that fosters an equality of treatment and opportunity, regardless of sexual orientation, gender, disability, age, or social background.

Through active partnership, this alliance also provides opportunities for the firm to raise awareness of non-discrimination and diversity issues, as well as combine efforts and exchange good working practices by organising events, workshops and ongoing training.

As the legal industry in Belgium sharpens its focus on matters related to diversity and inclusion, our LDIA membership is demonstrative of our strategic efforts to support external initiatives that promote responsible and ethical business practice, and we are pleased to be among the firms leading this effort.



“There was a real push on our part to create space for open and candid discussions.”

Vanessa Hui
Head of International Compliance

8 DECENT WORK AND ECONOMIC GROWTH



YOUNGER GENERATIONS ARE MOBILISING



This year, the firm has put a lot of thinking into how to take our consideration of ethics to the next level, partnering with consulting firm Principia to conduct an extensive audit into our ethical culture and decision making processes – a first of its kind in the legal industry. Chief Risk Officer Bahare Heywood and Head of International Compliance Vanessa Hui discuss.

How have expectations shifted recently, in terms of ethical behaviour?

Bahare: Globally, we've noticed a profound shift in focus towards actions rather than statements. With the rise of populism, younger generations are mobilising, expressing opinions and there is much more scrutiny into whether the actions of organisations are in line with what they are saying. This means that we need to be looking closely at the impact we have – beyond the letter of

the law – on a variety of stakeholders, our clients and in particular our own people.

Vanessa: In line with this, the increasingly fragmented geo-political landscape has prompted us to think carefully internally about how we navigate this landscape; how we continue to adhere to our core principles, and remain focused on the safety of our people and trusted by our clients and by regulators in the markets within which we operate. We need to be clear about our ethical direction and of course how we support our people in responding to those issues in the right way.

What inspired the decision to partner with consultancy firm, Principia, as a way to better understand our ethical culture?

Bahare: The world around us is evolving at a fast pace, and will continue to do so. This directly impacts our clients' business

and in turn our advice to those clients. We need to ensure we fully understand these shifts in expectations and, wherever we can, be ahead of them. In this context, the opportunity to identify any gaps between where we are and where we want to be – and where our people think we ought to be – is immensely valuable.

Vanessa: We are the first law firm to undertake this sort of project, involving group workshops, one-to-one sessions and a firm-wide survey – all of which were open to everyone, across every area of business. There was a real push on our part to create space for open and candid discussions and it's been great to see the investment the firm is making here.



MY VIEW ON... CREATING A VIRTUOUS CIRCLE OF LEARNING



One of the most remarkable aspects of partnership is how we can work together with clients and external bodies to create invaluable learning opportunities.

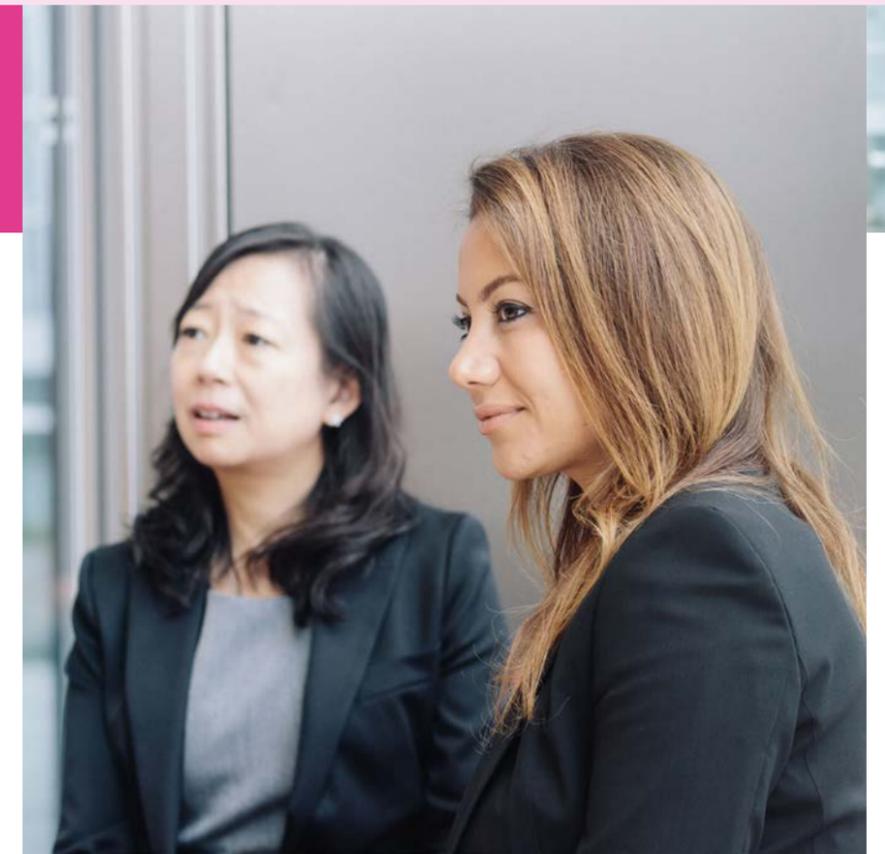
A great example of this is the work we've done over the past year to address risks associated with modern slavery, across our global network. Drawing on our work with clients considering how to adapt their internal risk management processes to enable them to comply with new modern slavery legislation, our experience of advising clients conducting human rights due diligence as contemplated by the UN Guiding Principles on Business and Human Rights, and our participation in the UN Global Compact (UK) Working Group, we've undertaken detailed internal assessments to help us more clearly prioritise and focus our strategies to address modern slavery risk within our international business and supply chains. Supported by participation in an external peer review

process, we have developed a clear focus on areas where we can further enhance our internal processes and risk management frameworks, as well as our training on modern slavery.

Putting principles into practice around our international network has given us insight into the challenges faced by our clients in their similar efforts to address modern slavery risks. It better informs our legal advice – making it practical and commensurate with our own experience of addressing the issues internally. Risk management techniques that we've helped our clients develop can be utilised within our own business, and vice versa.

This creates a virtuous circle of learning, and for us, is a proven way to advance progress.

Rae Lindsay
Partner, London



How engaged were our people in this project?

Vanessa: Very – we were pleasantly surprised by the level of enthusiasm, with participation from more than 3,000 people across the firm, and the thoughtful, valuable and largely positive responses that came from it. This input has been instrumental and underscores the importance our people put on acting ethically.

Bahare: We could see how pleased our people were to have the opportunity to communicate their thoughts on these topics, which was evidenced at all levels of the firm, including the partnership where open door policies are really promoted. This highlights the value of keeping this dialogue open; challenging ourselves not just on whether the decisions we're making are the right ones, but if we as a firm are united in our ethical

direction, with a shared understanding of what it means to act responsibly within our individual roles.

What have we learned about our culture during this process?

Vanessa: Interestingly, we expected to see regional variations in the responses, but in fact they've been largely consistent, which I think says a lot about the sort of firm we are, and is a testament to the concerted effort on the part of our senior leadership to build and embed a strong, global culture.

Bahare: The project has of course given us areas of focus for the future, which we're currently reviewing in detail. We're also putting in place a formal programme to act on the outcomes, led by our managing partner, Matthew Layton, and our senior partner, Jeroen Ouwehand. For example,

while the report highlighted a very strong sense of pride and belonging across the firm, we know that we can always do more to cultivate a working environment that is truly diverse and inclusive, and this is something we will continue to prioritise moving forward.

How will we continue to support our people in thinking and acting ethically?

Bahare: There's acknowledgement across the board that we're facing a more complex legal environment and there are more factors that need to be taken into account when making decisions. We want our people to be educated and considered in their conduct, behaviour and decision-making processes. This can be a balancing act, and not always easy; it's an important challenge that we will continue to address in an expanded programme of training and mentoring, globally.

Vanessa: Alongside this, we aim to cultivate an environment where diversity of thought is welcomed and encouraged, and we're looking at how we align that with our compliance framework and code of conduct which is currently being developed. While these factors have always been important, we haven't previously articulated all of these topics in a globally consistent programme, so this will also be a priority moving forward.

Bahare: At the heart of this is a culture where our people feel part of the bigger picture, understand what's expected of them, and are always equipped with the tools and support to uphold the highest standards of personal and professional conduct. It's truly an exciting time at Clifford Chance and I am personally very proud to be involved in this work.

PEOPLE

are central to everything we do. We realise our potential by creating a safe, healthy and inclusive workplace, and by broadening our skills and experience.



“

We want to empower our people to understand that they are the agents of change in their space.”

TIERNAN BRADY

#1

**DIVERSITY,
CHAMBERS US 2019
ASSOCIATE SURVEY**



1/3

**OF NEWLY
PROMOTED
PARTNERS
WERE WOMEN**



**DEVELOPED
INCLUSIVE
LEADERSHIP
TRAINING
FOR PARTNERS**



**MANSFIELD
RULE
CERTIFIED**

FOLLOW MORE OF OUR PROGRESS ON P. 30 →

CHAMPION OUR VALUES

We evidence our values – to our people, our clients and wider society – by taking demonstrative action to improve the lived experience.



“the most successful firms will understand that inclusion is a core value of the law, and they will have made a strategic choice to become global experts on inclusion in advising their clients”

Tiernan Brady
Global Director of Inclusion



INCLUSION IS AN ISSUE
OF JUSTICE, TOGETHER
WITH EQUALITY



This year, the firm hired its first Global Director of Inclusion, equal rights campaigner Tiernan Brady, signalling a step change in its efforts to make progress against its strategic inclusion and diversity agenda. Partner and Americas Diversity Committee Chair Zarrar Sehgal and Tiernan discuss.

Why is diversity and inclusion important to the business of Clifford Chance?

Zarrar: The fact that we’re a global firm serving multinational clients on their most complex matters speaks for itself in terms of the need for diversity. The expertise and skills of our people are the core, but to thrive as a client-focused business we need to be able to assemble a cohesive team on the basis of identifying the best person for each role and seeking to offer a richness of views from diverse backgrounds and cultures. To do all of that, we need to create an environment in which everyone feels comfortable and confident, so they can develop to their fullest potential.

Tiernan: What’s more, we will have to constantly push forward on these issues because nothing is standing still. In 10 years, I believe the most successful firms will understand that inclusion is a core value of the law, and they will have made a strategic

choice to become global experts on inclusion in advising their clients, helping to change laws across countries and improving the lived experience for all of their people.

Tiernan – you come from an equal rights campaigning background. How does this tie in with the firm’s priorities?

Tiernan: For me, it’s simple: inclusion is an issue of justice, together with equality, which forms the foundation of the law. We not only understand this, we want to lead by example here, so we have to be prepared to campaign for it and win. It’s not enough to have values anymore; you have to evidence those values and champion them. As a firm, we have never been timid, and I have no intention of changing that.

Zarrar: Absolutely – and these priorities are not just matters of ethics and culture. As a global industry leader, it is our duty as well as our privilege to drive positive social change.

PARTNERING TO... IMPROVE WORK-LIFE BALANCE

As part of our commitment to wellbeing, this year, our Germany offices partnered with external auditors *berufundfamilie* (‘work and family’) to look closely at the work-life balance of our people.

By focusing on specific topics including time spent working, organisation of work, place of work, information and communication, leadership, development, remuneration and support for families, we gained a comprehensive understanding of the impact of our working culture, and the areas in which we could improve.

A key lesson from this exercise was that our working environment should have the capacity to flex in order to balance many different aspects of our private lives – not just family life – with our professional careers. For example, having time available to maintain a healthy social life, pursue individual interest and hobbies as well as personal development and education.

As a result, we have implemented a number of new measures, including a remote working policy for all employees, ‘parent-child-office’ (where children can be taken along in emergency and special situations), and we are developing a mentoring program for female associates. We’re pleased to have

been awarded accreditation from the auditors following these efforts, and we continue to do what we can to improve this balance.

**MY VIEW ON...
ASKING FOR HELP**

It can be difficult to acknowledge when we need help. When my sister died after a long illness, I adopted her daughters into my family. I'd reached out for grief counselling for them, but I never considered that I might need it for myself. It wasn't until a colleague from Human Resources showed concern that I realised how overwhelmed I'd become, desperately needing space to deal with the impact the loss of my sister had on our family.

She put me in touch with the firm's global Employee Assistance Program (EAP), through which I found a therapist who was able to equip me with the tools I needed to build my resilience, and accept and embrace the 'new normal' for our family.

I understand why people may hesitate to seek help; it's not easy to admit you're struggling, mentally or emotionally. But while therapy can't change what may have happened to cause you periods of difficulty, it can teach you new ways to manage it, and it can make it easier.

Following the help that the EAP has offered me, I truly believe that everyone has the right to talk through their experiences, regardless of what those experiences might be. I've seen for myself, it makes a profound difference.

Alicia Kenley
Operations Manager, Washington D.C.



Zarrar: Consistent with work being done across our global firm, our pro bono efforts here in the US have focused significantly on representing individuals from diverse and underserved communities. This is reflected in our longstanding support of organisations such as My Sisters' Place and Immigration Equality. Campaigns are about taking action, so I'd further note that pro bono is an area where our people can work at a personal level to serve the distinct needs of those communities.

I am proud that our partner promotions in the US this year represented the impressive diversity of talent we have at the firm, but we have a long road ahead in terms diversity balance, especially in the partnership. In my role as the Americas Diversity Committee Chair, a key priority is scrutinising the rates of attrition, for example among minority candidates, and creating a supportive working environment that nurtures diverse talent; where our people feel personally invested and motivated to stay for the longer term.

What is the broader impact of increasing our engagement with clients in all areas of diversity and inclusion?

Tiernan: Our growing portfolio of pro bono work in terms of inclusion is an area of increasing interest for our clients. More and more, we're engaging with them on these issues and their reaction has been amazing. There's a real hunger for it. As we continue to embed these values within our own culture, our ambition is to be the law firm of choice for every client in advising on these issues.

Zarrar: These efforts create not just a positive alignment with our clients but a measurable one. They drive accountability and demand concrete action. We embrace that, for instance, in being an early adopter of the United Nations' Standards of Conduct for Business to promote equality for LGBTI people in the workplace and beyond. In the US, we're also one of the first firms to be Mansfield Rule certified, with percentage-based goals to ensure that diverse

candidates are considered for promotions, senior level hiring and significant leadership roles in the firm. It's gratifying to see more of our clients adopt this sort of approach too.

Finally, Tiernan, what are your views on the challenges we are facing, and how a campaign approach will help us to overcome them?

Tiernan: The challenge lies in recognising that this is a campaign with no finish line. We have to maintain momentum and energy, and make the journey feel like the goal. What this means is that we need to pay attention to everyone around us and ask: Are we all afforded the same experience? Are we all supported or do some feel alone? If the latter, let's do something about that. This is how you win: improving the lives of people, every day.



Tiernan's addition is yet more evidence of the firm's willingness to take a fresh approach and continue making progress.

What does a campaign for inclusion within an organisation look like?

Tiernan: It's easy to say that we believe in being diverse, but the only way to prove that is by taking action and standing up for people. We're seeing fantastic examples of this in our pro bono work all around the world. We want to empower our people to understand that they are the agents of change in their space – in their offices, countries and regions. But we have to work to make the space for conversation and change. The language of inclusion can be intimidating, and people can feel they need to be experts before they can speak up for a respectful environment. But I don't see it that way. I want everyone to be an advocate based on our collective desire to see progress, rather than feeling any pressure to be an expert beforehand.



"These efforts create not just a positive alignment with our clients but a measurable one. They drive accountability and demand concrete action."

Zarrar Sehgal
Partner



COMMUNITY

sits at the heart of our firm. We partner to support our community by widening access to justice, finance and education.

184,998

PEOPLE HELPED OVER THE PAST YEAR



“

It feels particularly satisfying to use our influence to assist the most vulnerable in society.”

JORDAN TAN



144 EMPLOYEES SITTING ON BOARDS FOR 192 NOT-FOR-PROFIT ORGANISATIONS



56,585 IN-KIND HOURS THROUGH PRO BONO AND VOLUNTEERING



112 COLLABORATIONS WITH CLIENTS AND SIGNIFICANT CIVIL ACTORS

FOLLOW MORE OF OUR PROGRESS ON P. 30 →

MOVE THE DIAL

We leverage our skills and experience to bring about real change, wherever we are in the world.

PARTNERING TO... DEVELOP A THEORY OF CHANGE

Developing a Theory of Change has enabled us to identify those components of what we deliver to our pro bono clients that most effectively increase their capacity to contribute to the SDGs. We've learnt in particular that helping these clients to innovate and apply technology often has the greatest impact on realising their potential to scale.

At its best, our template for pro bono NGO client relationships creates a virtuous circle of increased mutual understanding and insight into how we can achieve the greatest possible transformative effect on NGOs' reach, impact and ability to deliver their SDG missions.

We have been actively involved, for example, in supporting the growth of global strategic pro bono clients such as Hope and Homes for Children, Fair Trials, Asylum Access, Advocates for International Development and the Institute for Human Rights and Business.

That template also provides opportunities for our clients to contribute to a thought-through, strategic model for maximising impact, enabling not just Clifford Chance to become a significant SDG17 presence but a large number of other, powerful private sector organisations too. In 2018/19 we engaged over 40 of our fee-paying clients in collaborations with our pro bono clients.

HUMAN RIGHTS UNDERPIN OUR ETHOS AS A RESPONSIBLE BUSINESS

As a global firm, we're well positioned to address major challenges in areas like inclusion and human rights. Responsible Business Manager for Asia Pacific Emma Elias and Senior Associate Jordan Tan discuss.



Why is our focus on human rights so important?

Emma: Human rights underpin our ethos as a responsible business – whether it's upholding the highest standards of professional conduct, creating a safe, healthy and inclusive workplace or widening access to justice, finance and education, our focus on human rights is a key mandate that translates across all we do in this space.

Jordan: Even from a commercial perspective, human rights are important. They underpin the necessary conditions for commerce to thrive. More indirectly, human rights such as freedom of speech, freedom from association and other such rights provide for a strong civil society, which plays a critical role in the success of most of the thriving international business hubs. Even if the bulk of our work doesn't directly engage human rights issues, it does lead to fairer economies and greater stability, which in turn promotes good business.

Inclusivity is a critical aspect of this focus. You recently won a high-profile case against the Singaporean government, acting on behalf of a LGBT+ man campaigning to adopt his son born via a surrogate in the U.S. What did you find significant about this work?

Jordan: Equal rights for the LGBT+ community is still a sensitive issue in Singapore. However, with that case, everyone could agree on one thing: we wanted to do what is best for the innocent child. It was on this point that we won, as the Court agreed that even though there might be a public policy against same-sex couples forming family units, the child's interest was paramount and it was best served by the granting of an adoption order. It was a tough case, but I'm happy to say that we were given a favourable judgement unanimously by all three judges, including the Chief Justice.

"Our clients care about social issues and social justice."

Jordan Tan
Senior Associate



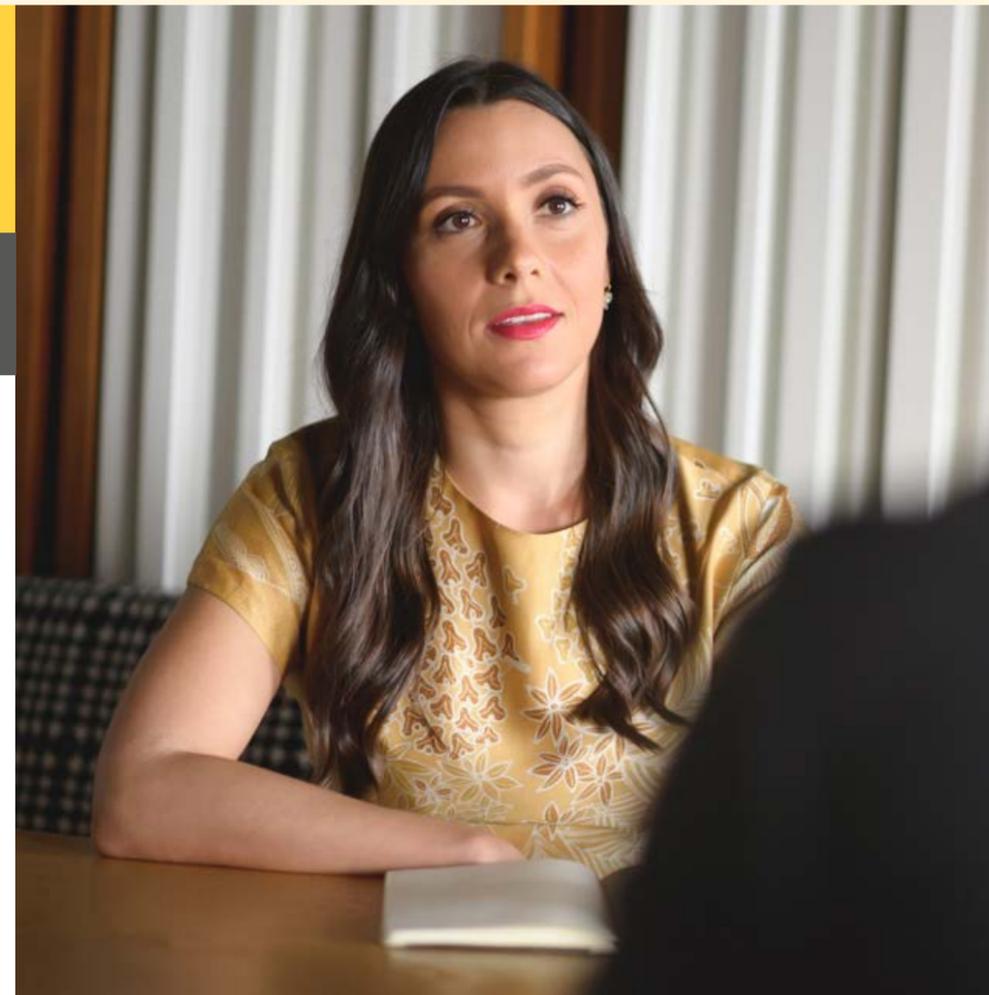
**MY VIEW ON...
WORKING WITH
THE UN HIGH
COMMISSIONER
FOR REFUGEES**

I'm currently on secondment to the United Nations' High Commissioner for Refugees (UNHCR), offering legal counsel to help build a broader range of solutions for refugees in Hong Kong. It's a fantastic investment of time and resources, enabling me to build on the pro bono work I've done with UNHCR previously – strengthening our ties with the UN, and partnering with many of our other pro bono partners and our clients – to further these efforts.

I've witnessed a real energy behind the collaboration we've fostered, brought together by shared aspirations to create more of a positive impact within the community. It's encouraging to see how seamlessly the private, public and third sector organisations can work together, thinking harder about finding effective ways of protecting the rights of refugees and supporting their welfare.

Perhaps what has impressed me most is the backing line managers have given me to broaden my interests and experience, as well as the commitment shown by the firm. It reflects very well how we see ourselves within the community. I'm incredibly proud to fly the flag for the firm in this venture and very grateful for this opportunity.

Michael Weaver
Senior Associate



Emma: We've recently seen a similar landmark case in Hong Kong where we applied for an intervention in the Court of Final Appeal in the "QT" case concerning LGBT+ rights, partnering with a number of our peer law firms to do so. One of our partners, Matt Fairclough, acted as the signatory of the affidavit on behalf of all the firms involved, and we worked to bring a number of other firms into the group supporting the intervention – signalling the importance that we place on being visible leaders in the field of LGBT+ inclusion for our staff, within the legal community and as part of the wider Hong Kong community. While the application was ultimately not successful,

it was an important display of support, with the Court of Final Appeal recognising factors described in the application in its decision.

You touched on the role of partnership here – why is this central to how we operate?

Jordan: In formulating our arguments and looking for precedents or case authorities to support them, we had support from our colleagues in other jurisdictions. In that sense, the knowledge sharing was invaluable. As we continue to work on complex cases like these, we further hone our skills and deepen our experience, which can then be put to good use helping colleagues, clients or other organisations facing similar issues in other jurisdictions across the world. We've also been invited to speak at various LGBT+ events, forging connections with many other lawyers and ordinary citizens who want to learn about what's possible in different legislative environments, and where we might be able to help.

Emma: Yes, we're consistently partnering with a range of stakeholders to maximise our potential here – from working with universities, intermediaries and government bodies, to hosting NGO events and participating in community outreach programmes. There is enormous value in putting a diverse group of people in a room together to innovate and advance our thinking around the various issues we focus on. This is why partnerships are so integral to what we do.

How do we ensure that we create a lasting and sustainable impact, beyond our role as legal advisors?

Jordan: Our clients care about social issues and social justice. When we reflect these values and this commitment, both internally and externally, not only do we resonate more with our clients, we may even motivate others to do the same. One in-house counsel sought my views



on certain employment issues so he could advise foreign labourers at a legal clinic at which he was volunteering. I've also had clients coming to me for advice to enable them to in-turn help others.

Emma: I agree – and this can be further demonstrated in our approach to recruitment. Our regional managing partner Geraint Hughes recently spoke to Summer Vacation Scheme students, and emphasised the importance of our commitment to being a responsible business. Very politely, he told the group that if they did not share the same values then it's likely that Clifford Chance isn't the firm for them. Everyone is encouraged to get involved in pro bono, volunteer work and other opportunities that they're passionate about, meaning they're excited, inspired and motivated to take action. The success here is contagious which amplifies our ability to make a sustainable impact.

Why does this work matter to you?

Jordan: The satisfaction one gets from doing pro bono work, and doing it well, is different from that of doing client work. I'm often drawn to cases involving legal complexity or serious ramifications for certain members of the community, as these enable us to serve a real purpose. It feels particularly satisfying to use our influence to assist the most vulnerable in society. I'm privileged to be in this position where, together with many other talented colleagues, I can make a meaningful difference in this way.

Emma: Understandably, it matters to me because it's my job, but I'm constantly amazed by the enthusiasm of my colleagues, including people like Jordan, who dedicate a huge amount of time and effort to fulfilling pro bono requests. This dedication to the causes we support and the organic collaboration I see across our network makes me immensely proud to work at this firm.

"Everyone is encouraged to get involved in pro bono, volunteer work and other opportunities that they are passionate about..."

Emma Elias
*Responsible Business Manager,
Asia Pacific*

ENVIRONMENT

and contributing to a more sustainable world is important to how we advise our clients and manage our business.

5%

REDUCTION IN SCOPE 1 AND 2 CARBON EMISSIONS BY 2021



“

Many of us feel motivated by the opportunity to help ‘traditional’ energy businesses as they move into greener and more renewable production.”

DELPHINE SIINO COURTIN



ESTABLISHED A GLOBAL ‘2030’ ENVIRONMENTAL NETWORK



MONITORED AND ANALYSED GLOBAL AND LOCAL DATA



REDUCING PROCUREMENT OF PAPER BY 10% GLOBALLY

FOLLOW MORE OF OUR PROGRESS ON P. 30 →

BREAK NEW GROUND

We bring together first-of-a-kind projects to enrich environmental consciousness and drive sustainable development.

PARTNERING TO... EXPLORE THE RIGHT TO A HEALTHY ENVIRONMENT

We are currently partnering with the Cyrus R. Vance Center for International Justice in New York on an ambitious project for the UN Special Rapporteur for Human Rights and the Environment, Dr. David Boyd.

The project involves the firm conducting and coordinating, on a pro bono basis, a global mapping survey to determine which countries recognise a human right to a healthy environment in their domestic law – the findings of which the UN Special Rapporteur will use in support of a future report to the UN Human Rights Council.

Our core project team comprises lawyers, trainees and paralegals across five continents, who collaborate with colleagues in almost all

of our Clifford Chance offices around the world, conducting and reviewing the research across jurisdictions, including at a sub-federal level.

Alongside the Vance Center, we have also secured the collaboration of lawyers from other firms in a number of other countries, who have contributed their time and legal knowledge pro bono in a combined effort to map the existence of the right across all UN Member States.

Through this project, we are seeing in action the power of partnerships to connect lawyers worldwide, working together in the pursuit of ambitious goals on a global basis.

WE WERE EARLY INVESTORS IN RENEWABLE ENERGY

The firm increases its focus on renewables, year on year, driving forward the success of ground-breaking projects such as the recent Nachtigal hydropower project in Cameroon. Recognising both the ethical and business imperative, partner Delphine Siino Courtin and counsel Corinne Duvnjak discuss.

Why is our focus on renewables so important?

Corinne: Renewable energy is essential in the fight against climate change, and we are conscious of the role we can play in advancing progress here. It's also an inexhaustible source of energy so it's unlikely that renewables projects will stop in the near future. On the contrary, we see it as a real growth area, so it makes sense from a business perspective too.

Delphine: More and more individuals are sensitive to the issue of climate change and the same applies to the companies we work with. We were early investors in renewable energy, starting with small but complex projects to develop our expertise as energy companies began their own transition.

Today, we're well recognised experts in this area, and we're proud to be involved in many of the large scale and innovative renewable energy projects that are going on worldwide. That's incredibly exciting.

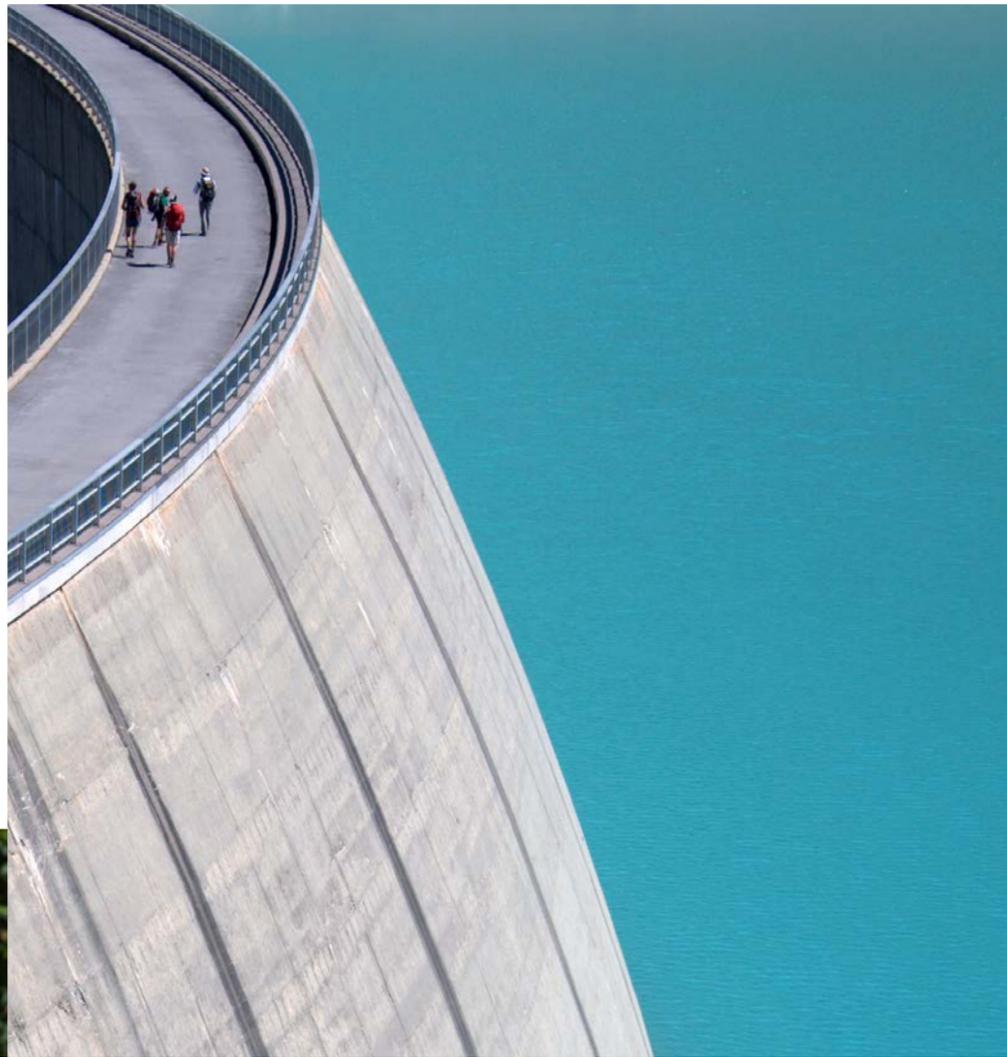
This year, your hydropower project 'Nachtigal' won Multilateral Deal of the Year at the PFI awards and Africa Power Deal of the Year at the IJGlobal awards. What was significant about it?

Delphine: Nachtigal will provide over 30% of Cameroon's electricity needs. Like many African countries, Cameroon has underdeveloped water resources and this project is expected to serve as a precedent for future hydropower projects in Africa due to its long-term life, attractive tariff, impeccable structuring and monitoring of environmental constraints.

"We're proud to be involved in many of the large scale and innovative renewable energy projects that are going on worldwide."

Delphine Siino Courtin
Partner





MY VIEW ON... THE FUTURE OF ENERGY



Over the past four years, I'm proud to have had the opportunity to support the growth and development of a new type of renewable energy production, advising a group of international commercial and multilateral lenders on the financing of the Redstone Concentrated Solar Power Plant in South Africa. The plant uses molten salt technology, which stores up to 12 hours of solar energy, meaning the plant can continue to supply clean solar power to homes in the area through the day and through the night.

Not only was this a ground-breaking project to work on – probably the most exciting of my career so far – it showcased Clifford Chance at its very best: demonstrating its staunch commitment to supporting a more sustainable world, and bringing together

various organisations, financial institutions, local government and leveraging the deep-seated expertise across our global network to work towards this shared objective and drive its success.

It's also exciting because I believe success breeds success – that projects like this will inspire more investment in renewable energy innovation across the world. This is of huge interest and importance to our clients, with whom we stay in constant dialogue in order to find ways of supporting each other along new paths, hopefully to a brighter future.

Florian Mahler
Partner, Düsseldorf



Corinne: It was a perfect example of a project that was financed using the highest Environmental and Social (E&S) standards. 11 of the 15 lenders were development institutions with strict E&S standards, and the project was specifically designed to avoid as many negative E&S impacts as possible. For example, it's built as a run-of-river project which limits the impact on the hydrology of the Sanaga river and its biodiversity.

What role did partnership play here?

Corinne: Closing a project of Nachtigal's scale requires the work of many various teams and specialists. We played the role of 'orchestra conductor' – staying in close contact to incorporate all requirements and bringing all partners together to work towards the same goal.

Delphine: We wouldn't have obtained a mandate like this without extensive experience with development institutions, such as the World Bank and the African Development Bank, and their E&S requirements. We also drew on our experience of drafting strategic pieces of legislation for governments and exchanging with authorities such as central banks to create better legislative environments, providing incentives for investors while preserving the State's sovereignty and sustainable governance regimes.

How has the project enabled us to create a lasting and sustainable impact?

Delphine: It was a first-of-its-kind in Africa, creating a significant quantity of base load electricity from renewable resources at a low price and making it possible to close these projects in shorter time. This is giving a lot of hope to developers in Africa.

Corinne: Yes, I have no doubt that it will be used as a precedent and model for many hydropower projects in the future. At the last Africa Energy Forum, there was a whole session dedicated to the Nachtigal model, full of developers and sponsors looking for advice on structuring their project like it, which gives us a great opportunity to work with more developers on projects like this in future.

What have you found particularly valuable about this work?

Delphine: It's been fantastic to see ongoing investment in the region, with government policies becoming more sophisticated and adhering to policy requirements of development financial institutions in respect of environmental, health and social matters. Although we advised the lenders on this project, we were regularly contacted by the sponsors and the Government of Cameroon

to assist with a number of E&S matters, as well as the implementation of the project within the country.

Corinne: There was a real atmosphere of trust and respect between the parties involved on the transaction. This atmosphere helped bring the project to a close quickly and we could feel that sponsors, lenders and the government were partners and had, for the most part, a common interest to see it succeed.

To what extent do you think personal values, such as environmental concerns, govern the work we take on?

Delphine: This is a lively area of debate within the firm and within the team. Many of us feel motivated by the opportunity to help 'traditional' energy businesses as they move into greener and more renewable production, as well as new cleantech clients. That also reflects the firm's strategic direction of travel.

Corinne: We are regularly asked by clients about E&S requirements of development banks, so I believe that we can use all of these opportunities to educate our clients and provide them with examples of transactions that are profitable to investors and which follow strict guidelines.

How can we do more to motivate and engage our internal audience in environmental conversations?

Corinne: Whether it's recycling paper, banning plastic bottles and cups from the office, printing less or using green taxis, there is so much more we can do. People don't like to change their habits, so I think that educating people – and showing the real impact that a change in habits has – would help to motivate more people.

Delphine: Yes, and we're seeing this environmental conscientiousness grow, but it needs to be evident at all levels. We want

“There was a real atmosphere of trust and respect between the parties involved on the transaction..”

Corinne Duvnjak
Counsel

to encourage everyone in the firm – lawyers and business services – to come forward with suggestions on how we can do better. The latest proposals in Paris came from a secretary and a partner and I'm happy to say that they have been successfully implemented with the support of all.

MONITORING OUR PROGRESS

DOING BUSINESS

<p>Embed a consistent, firm-wide culture of individual responsibility for Risk Management</p> <p>Run full cycle of review of Strategic Risks</p> <p>Ensure regional risks are being managed in accordance with local frameworks</p> <p>Establish a firm wide Compliance Framework</p>	<p>●</p> <p>●</p> <p>●</p>
<p>Equip our people with the training and support to do the right thing, in the right way</p> <p>Complete current round of ethical training</p> <p>Review, update and commission a further round of periodic investment</p>	<p>●</p> <p>●</p>
<p>Protecting our clients' confidentiality</p> <p>Fully embed all recently reviewed data processes</p> <p>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</p>	<p>●</p> <p>●</p>
<p>Support external initiatives which promote responsible and ethical business practices</p> <p>Identify opportunities to actively engage with the Institute of Business Ethics</p>	<p>●</p>

COMMUNITY

<p>Continue to develop pro bono and community outreach opportunities in business-critical regions</p> <p>Number of new pro bono mandates in the Americas and Africa</p> <p>External validation of our pro bono work</p>	<p>●</p> <p>●</p>
<p>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</p> <p>Pro bono involvement in innovative services and products, e.g. fintech and social business solutions.</p> <p>The number of our people who are serving on the boards of not-for-profit organisations</p>	<p>●</p> <p>●</p>
<p>Continue to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs. Collaborate with our clients on projects for these NGOs</p> <p>The number of clients and significant civil actors with whom we collaborate</p>	<p>●</p>
<p>Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams. 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>The number of mandates where skills enhancement is recognised as one of the returns and the number of people involved in those mandates</p>	<p>●</p>
<p>Continue to develop and refine our capability and that of our clients, to support effectively the widest range of civil society organisations, for small community-based organisations to international NGOs</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>The proportion of our pro bono and community outreach mandates, and Clifford Chance Foundation grants, that contribute to the achievement of the SDGs</p>	<p>●</p> <p>●</p> <p>●</p>

PEOPLE

<p>Improve the gender balance in our partnership, so that women make up at least 30% of our partnership</p> <p>Continue to advance towards the 30% gender balance target and publicly report progress</p>	<p>●</p>
<p>Improve the ethnic diversity of our firm</p> <p>Develop and roll out a global strategy for appropriate targets for ethnic diversity in the partnership and continue to publicly report ethnic diversity across the global firm</p>	<p>●</p>
<p>Improve the alignment our learning and development programmes with our vision and strategy</p> <p>Develop a leadership development programme for partners which includes learning around inclusive leadership</p>	<p>●</p>
<p>Support our people in increasing their resilience</p> <p>Continue to embed a more global approach to wellness and resilience awareness-raising programmes, particularly leveraging learnings from the UK resilience programme</p>	<p>●</p>

ENVIRONMENT

<p>Gather and analyse systematic data on our environmental performance across our business</p> <p>Ensure accurate reporting of all global data is monitored and analysed</p>	<p>●</p>
<p>Set standards of environmental performance for all offices and monitor achievements as a commitment to continuous improvement</p> <p>Set, measure and monitor local targets and initiatives</p> <p>Participate in UN World Environment Day</p> <p>Conduct at least one local environment awareness campaign a year</p>	<p>●</p> <p>●</p> <p>●</p>
<p>Continue to reduce energy consumption</p> <p>Reduce scope 1 and 2 emissions by 5% from 2017/18 baseline per FTE by 2021</p>	<p>●</p>
<p>Reduce paper consumption</p> <p>Reduce procurement of paper by 10% per FTE from 2017/18 baseline by 2021</p>	<p>●</p>
<p>Minimise waste</p> <p>Improve waste segregation in all offices</p>	<p>●</p>
<p>Monitor and reduce water consumption</p> <p>Implement a means of measuring water consumption</p>	<p>●</p>
<p>Improve employee engagement</p> <p>Develop local and global communications strategies</p> <p>Ensure reporting data is inclusive and accurate</p>	<p>●</p> <p>●</p>
<p>Extend our sustainability</p> <p>Promote local initiatives to protect our surrounding environments and habitats</p>	<p>●</p>

Key

- Good progress / Complete
- Not progressed / Held over
- In progress

Please visit our website for our 2019/2020 KPIs.

THANK YOU

Every day, in every office, our people are doing more for local causes that make a difference in their community. From marathons to quiz nights and bake sales, we celebrate the efforts of those who give their time, and extend our warmest gratitude, right across the network.



SUSTAINABILITY
EFFICIENCY
TARGETS
AWARENESS
CLIMATE
CLEAN
IMPACT
LEARNING
POTENTIAL
AMBITION
AGILITY
WELLBEING
INCLUSION
SUSTAINABILITY
EFFICIENCY
TARGETS
AWARENESS
CLIMATE
CLEAN

STANDARDS
PROGRESS
ETHICS
RISK
CLIENTS
EDUCATION
ACCESS
JUSTICE
RELATIONSHIPS
COLLABORATION
HUMAN RIGHTS
STANDARDS
PROGRESS
ETHICS
CLIENTS
EDUCATION
ACCESS
JUSTICE
RELATIONSHIPS