



How can we build a better firm?

Corporate responsibility report 2008



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

What's inside this report?

02 Our approach and governance	02 How do we get better at doing the right thing? 05 What drives our corporate responsibility? 07 How do we manage corporate responsibility? 09 How do we engage with stakeholders?
10 Our People	10 Development 12 Diversity
14 Our Community	14 Access to justice 16 Access to finance 18 Access to education
20 The Environment	20 How can we enhance our green credentials?
22 Looking forward...	22 How do we know how we're doing?
24 Firm at a glance	24 Who are Clifford Chance?
25 Data tables	25 Where did we get our information?



Where are we now? Clifford Chance is one of the world's leading law firms, and the only one able to serve clients with real scale and depth of legal resources across the key markets of the Americas, Asia, Europe and the Middle East, operating with a single profit pool. We have 3,800 legal advisers and 3,300 business services staff in 28 offices in 22 jurisdictions. In 2007/08 we increased our revenues by 11% to £1,329 million and announced new offices in Abu Dhabi and Kyiv.

Why publish a corporate responsibility report?

In recent years our clients have been responding to growing demand for open and transparent disclosure of the way their businesses operate, are managed and are performing. This demand has come not only from regulators and investors but from a broad spectrum of stakeholders including employees, customers, suppliers, NGOs, the media and neighbouring communities.

Unlike most of our clients, we are not required to report on our own activities. But in today's climate of greater business openness, it seems appropriate for us to keep our stakeholders informed through an annual review and a corporate responsibility report. As we implement our strategy for building a truly global law firm, these reports provide an opportunity to show how we operate as a single firm worldwide, and how this benefits our clients and our people.

This is our first corporate responsibility report, covering the period 1 May 2007 to 30 April 2008. We have also published a separate **annual review**, which is available to download at www.cliffordchance.com/annualreview

Under the rules of certain US jurisdictions, this document may constitute Attorney Advertising. Prior results do not guarantee a similar outcome.

Tell us what you think

We'd like to know what you think of our first corporate responsibility report. Mail us at crfeedback@cliffordchance.com

How can we build a better firm?

By showing due regard for the people around us.

That is what **our clients**, **our people** and **our communities** expect of us.

Our aim is to exceed their expectations.

So that is what we have set out to do...



Find out more

How do we get better at doing the right thing?

By doing it the way we do business. This is our first global corporate responsibility (CR) report, published to reflect the changed way we manage CR.

Why now? Because we see an opportunity, and a need, to raise the bar. By co-ordinating what we do across the firm, we can increase our impact. By aligning it with our Principles and strategy, we can increase momentum. In this way, we can achieve one of our basic aims, which is to exceed expectations.

For a leading international law firm, it is a given that those expectations are high. All of us want to feel that our firm's values extend beyond the provision of legal advice for reward. Potential recruits are entitled to expect the same, because CR has become a significant differentiator among potential employers. Clients, too, are setting high standards. We see all these expectations as a spur to constant improvement.

Our vision is to become the leader of the elite group of international law firms that is emerging and to be regarded as one of the world's leading professional services organisations. Achieving that vision requires action: we need to improve the way we manage and communicate our activities; and we need to align our CR more closely with the way we do business. The two should be intimately connected.



Stuart Popham Senior Partner

David Childs Managing Partner

We believe this alignment will bring advantages on a number of fronts. It will help us to retain and attract the kind of people we need. It will help us to develop as individuals: pro bono and volunteering work expand our experience and broaden our horizons. And it will help us to cement the close and trusting relationships we seek with clients – especially where we undertake joint CR activities.

See page 5 — [So, we have been formalising our approach. Our CR Committee now has representatives from across the firm to guide and inspire our initiatives. We have revised our CR vision to ensure that our CR activity accurately reflects our culture, our Principles and our way of doing business. We have formed the Clifford Chance Foundation as a coherent and consistent channel for our charitable donations.

In keeping with our approach to business, we are setting our sights high. We want to be recognised as a leader in CR among our peers. That will not be easily achieved: although we have taken some important steps in organising our CR activities, and there are many excellent initiatives in a number of offices, we recognise that we still have a long way to go for us to be as globally consistent as we would like.

This report focuses on our aspirations, as we build on the outstanding work that is already being done by individuals and groups throughout the firm.

David Childs
Managing Partner

Stuart Popham
Senior Partner

Internal drivers

Our clients

Our Principles (see p24)

Our people

Development and training

Diversity

Access to justice, finance and education

Governance

Market drivers

Clients' needs and expectations

Environmental issues

Compliance

Regulation

International trade bodies

NGOs

Governments

Clifford Chance
Corporate
Responsibility



Our approach and governance

What drives our corporate responsibility?

Our ambition To develop a CR platform that is recognised as unequalled in the legal profession.

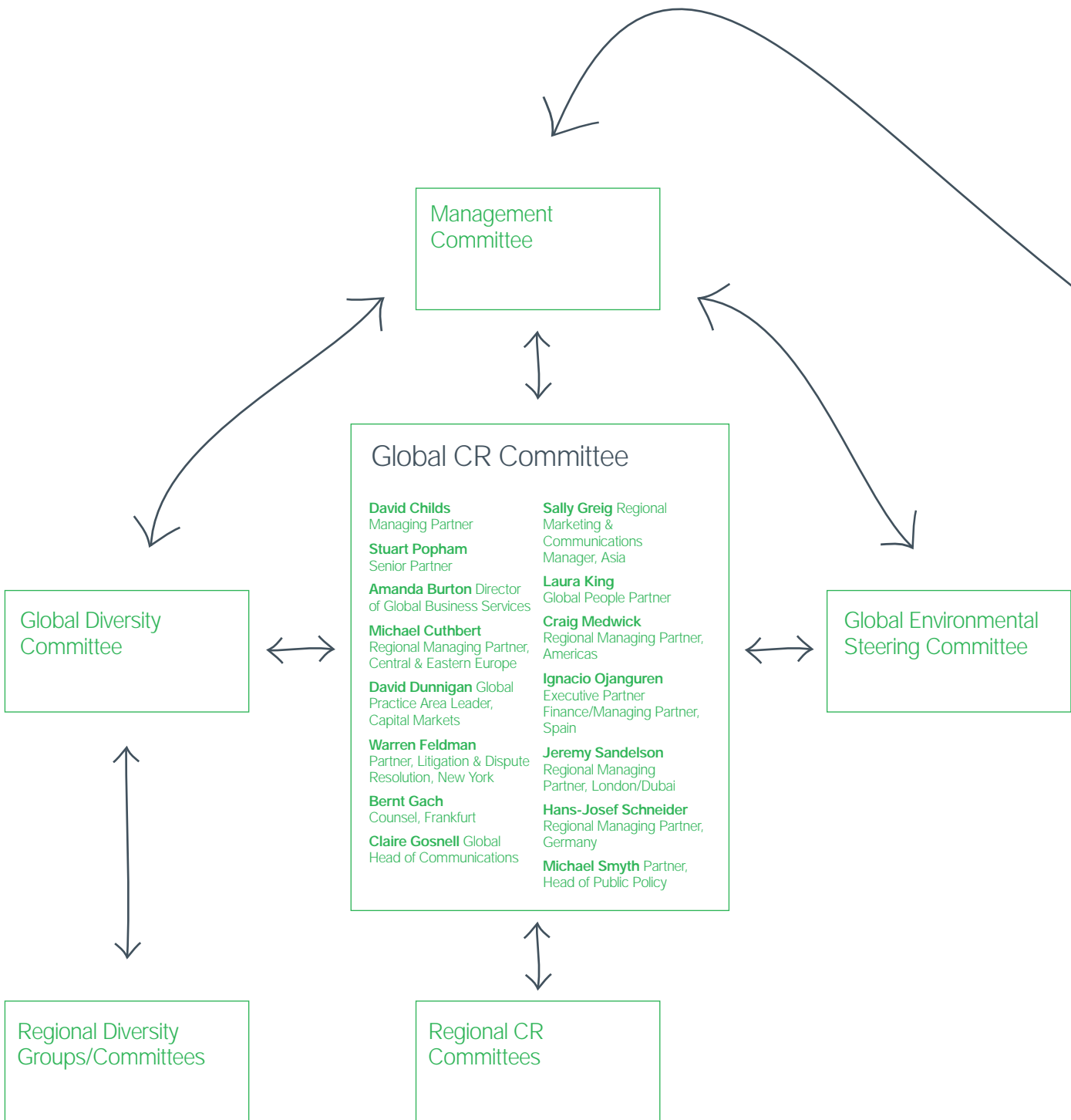
Our vision The aim of our CR strategy matches that of our broader strategy – to become the leader of the elite group of international law firms. Our way of working with one another, with clients and with other stakeholders is based on eight Principles: exceeding clients' expectations; local excellence, global standards; investing in talent; an adaptable and approachable team; strength through diversity; community; ambition for success; and thinking ahead. These Principles – explained in more detail in our Annual Review – also underpin our CR, which requires us to address the wider social, environmental and financial impact of all we do. We believe it makes business sense to minimise the negative and maximise the positive effects of our actions on our people, our local communities and the environment.

Our approach There are three principal aspects to our CR focus – our people, our communities and the environment. We believe this choice reflects our values and Principles, aligns with our business strategy and will generate more opportunities to work alongside our clients for the benefit of our communities. In this report we address all three of these areas in more detail:

We take our responsibilities to our people seriously, and in this year's report we focus on the critical themes of development and diversity.

In relation to our local communities we have decided to concentrate over the next five years on three themes that already run through our community initiatives: access to justice, access to finance and access to education. These will be at the heart of our efforts in the firm, and the work of the Clifford Chance Foundation.

As we advise clients on environmental matters, we recognise the need to ensure that our impact on the environment withstands scrutiny. In this report we set out our policy for achieving that aim.



How do we manage corporate responsibility?

Starting from where we are Across the firm we undertake a wide range of activities related to CR. We are currently drawing these activities together into a coherent international programme based on a shared vision and policies that will reflect our firm's unique culture and capabilities, and that will be clearly aligned with our business strategy.

Creating a CR structure The current structure is outlined opposite. The Global CR Committee operates at the highest level in the firm, to provide clear guidance on the development of a co-ordinated CR programme and to demonstrate the strength of our commitment to CR. It is co-chaired by Managing Partner David Childs and Senior Partner Stuart Popham. Other members include the Regional Managing Partners of our worldwide offices, the Director of Global Business Services, the Head of Public Policy, the People Partner and the Global Head of Communications. The committee meets quarterly to debate and approve CR initiatives. Policies are presented to the Management Committee for approval.

We continue to develop our infrastructure for formally managing CR throughout the firm. We have CR committees in many of our offices and regional CR co-ordinators will be in place in every region by the end of 2008.

In 2008 we formed the Clifford Chance Foundation as our channel for future charitable donations. The primary goals of the Foundation are to bring both focus and co-ordination to all of the firm's charitable giving.

Formalising policies and measuring performance A framework of formal policies on CR-related issues will help us to plan programmes and initiatives, measure performance and communicate these to stakeholders. A number of policies are already in place:

In 2008 we introduced an international environmental policy (outlined on page 20), and the policy framework for The Clifford Chance Foundation.


In 2008/09 we will continue to build and communicate our policy framework and establish targets where possible.



How do we engage with stakeholders?

Who are our stakeholders? Our principal stakeholders are listed opposite, with the main channels for communicating our messages. Our key stakeholder groups are partners, our people – both lawyers and those in business services, our clients, potential recruits and the local communities wherever we operate.


Seeking input. One of our CR Committee's first actions was to conduct a survey of Regional Managing Partners to find out their approach to all aspects of CR. This revealed a startlingly broad range of activities including pro bono advice, mentoring programmes, volunteering and environmental programmes. These had grown out of local initiatives and many were well developed and popular with employees; but they were not necessarily based on or aligned with our business strategy or our Principles. We have been seeking client views in this area: through tendering processes and relationship meetings we are aware of their growing interest in formal CR programmes.



Communicating with stakeholders. Once objectives are decided upon, they must be communicated to everyone in the firm so that people at all levels have a clear understanding of how the policy works and how their activities fit into it. Current communication channels include our public website, print and online publications, surveys and newsletters, this annual CR report and – from 1 September 2008 – a dedicated CR intranet site for members of the firm. We also communicate through our pitches, our recruitment material and our external publications. Our communications should never be one-way: we need to keep listening to our stakeholders and using their input to improve our CR policies and programmes. So we will continue seeking opportunities for dialogue and discussion.

In this report we describe how we are changing our approach to CR. This is important – but should not overshadow the considerable amount of CR activity that is already taking place across the firm.

In the following pages we review what we have been doing over the past year to enhance our impact on our people, local communities and the environment.



Where did we get our information?

Ethnic minority statistics*

Our reporting must comply with local legislation (for example, data protection), custom and practice, and accordingly we report only in respect of those regions where ethnicity is capable of this compilation and aggregation.

	New York/Washington, DC**	London***
Partner		
Ethnic minority	4	10
Non-ethnic minority	80	178
Not identified	6	45
Total	90	233
% Identified represented by ethnic minority	4.8%	5.3%
Lawyer****		
Ethnic minority	77	118
Non-ethnic minority	205	746
Not identified	28	139
Total	310	1,003
% Identified represented by ethnic minority	27.3%	13.7%
Business services		
Ethnic minority	134	108
Non-ethnic minority	142	949
Not identified	33	182
Total	309	1,239
% Identified represented by ethnic minority	48.6%	10.2%

* Based upon self-reporting.

** Ethnic minority means: American Indian/Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian/Pacific Islander, Two or more races, Other (definitions influenced by US-specific legislative diversity definitions).

*** Ethnic minority means: Black or Black British, Asian or British Asian, Chinese, Other ethnic group, Mixed (definitions influenced by UK-specific legislative diversity definitions).

**** Lawyer: all associates, counsel, non-legal fee earners, eg, forensic accountants and trainees. Excludes work experience and partners. The figures are based on actual headcount numbers.

All the above data as at 20 July 2008.

Gender statistics

	Female	Male	Female
Partner			
Americas	10	80	11.1%
CEER	2	30	6.3%
Asia	12	35	25.5%
London and Dubai	41	203	16.8%
Western Europe	34	197	14.7%
All regions	99	545	15.4%
Lawyer****			
Americas	156	154	50.3%
CEER	143	175	45.0%
Asia	142	130	52.2%
London and Dubai	554	544	50.5%
Western Europe	511	595	48.5%
All regions	1,506	1,598	48.5%
Business services			
Americas	225	99	69.4%
CEER	212	39	84.4%
Asia	263	59	81.7%
London and Dubai	898	405	68.9%
Western Europe	897	236	79.1%
All regions	2,495	838	74.9%

**** Lawyer: all associates, counsel, non-legal fee earners, eg forensic accountants and trainees. Excludes work experience students and partners. These figures are based on actual headcount numbers.

All the above data as at 20 July 2008.

Environmental statistics

3 offices purchase 100% renewable energy contracts (Amsterdam, Luxembourg and São Paulo)

24 offices recycle printer and fax cartridges

16 offices recycle IT equipment

13 offices recycle furniture

11 offices recycle light tubes

*5.02 tonnes CO₂ per employee in 2007. This carbon footprint represents energy (heating and lighting) consumption for the calendar year of 2007 per employee on average across our global operations. This calculation took into account the amount of energy consumed by our data centres which were located in our own offices but excludes externally hosted data centres. The figure also excludes all travel undertaken by our partners and staff.

Percentage waste recycling

for offices with data

Office	Staff figures	Percentage waste recycling rate
Amsterdam	317.2	25.0%
Bucharest	50	0%
Budapest	53.5	40%
Dubai	112.2	85.0%
Düsseldorf	202.2	52.5%
Hong Kong	264.9	63.3%
London	2,633.50	38.3%
Luxembourg	127.8	72.7%
Milan	218.7	51.7%
New York	630.2	71.5%
Paris	414.1	0.0%
Prague	84.9	44.0%
São Paulo	25.3	80.0%
Tokyo	121.8	10.0%

Pro bono and community work 2007/08

These figures exclude in-kind contributions, such as use of office space, and management time – though we employ six full-time pro bono/community affairs co-ordinators. They also exclude time spent by business services people, which we now propose to measure. Our reporting in this area is uneven in terms of geographical reach. We aim to report data from all our offices next year.

Time cost value of hours spent: £18.61m (data from 15 offices, including London and the US).

Cash donations and sponsorships: £1.13m (21 offices reporting on cash/charitable donations, 13 offices reporting on sponsorship and match funding).

Total value of hours, sponsorship and donations from offices reporting as above: £19.74m.

Hours spent on pro bono and community affairs work: 72,763 (15 offices reporting).

In London and the US, 56% of our lawyers performed pro bono or community affairs work last year (London 54%, US 63%).

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

www.cliffordchance.com

Copyright Clifford Chance LLP September 2008

Clifford Chance LLP is a limited liability partnership registered in England & Wales under number OC323571.
Registered office: 10 Upper Bank Street, London, E14 5JJ.
We use the word 'partner' to refer to a member of Clifford Chance LLP, or an employee or consultant with equivalent standing and qualifications.