

HOW ARE WE SHOWING  
BUSINESS RESILIENCE?  
HOW DID WE RESPOND  
DURING COVID-19?

**WORKING FOR A  
SUSTAINABLE FUTURE**

HOW ARE WE BATTLING  
CLIMATE CHANGE?  
HOW ARE WE TACKLING  
SOCIAL EXCLUSION?  
**IN UNCERTAIN TIMES**

# Working for a sustainable future in uncertain times

“Our role must be to help forge sustainable and inclusive futures, navigating a new legal, regulatory and stakeholder landscape. We must use our expertise and our capabilities as conveners, working with others to make a positive difference with our commitment to the rule of law, justice and equality as our foundation stone.”

*Matthew Layton, Global Managing Partner*

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### REPORTING PERIOD FY19/20

Our Responsible Business Report is part of our Communication on Progress for the UN Global Compact. The reporting period covers our financial year ended 30 April 2020 and offers a snapshot of our responsible business strategy in action over that time. The dedication of our people and the numerous activities that help us drive real change and contribute to a more inclusive and sustainable future continue every day.

Find us online or have a look at our online blog for the latest insights on inclusion, pro bono and community outreach and all aspects of responsible business:

[www.cliffordchance.com/responsiblebusiness](http://www.cliffordchance.com/responsiblebusiness)

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#### Credits:

Our thanks for this reporting go to all of our colleagues across the world, plus particularly our army of amateur domestic photographers, and the core team in London, Delhi and at our agency SuperUnion, who working together remotely have embodied the spirit of collaboration celebrated in this year's report.

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

# OUR VISION

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

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## ABOUT US



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.

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## STRATEGIC OVERVIEW



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.





# SUSTAINABLE GROWTH? HOW ARE WE SHOWING BUSINESS RESILIENCE? HOW DID WE RESPOND DURING COVID-19? HOW DO WE MAKE AN IMPACT? WHAT IS OUR ROLE IN SOCIETY?

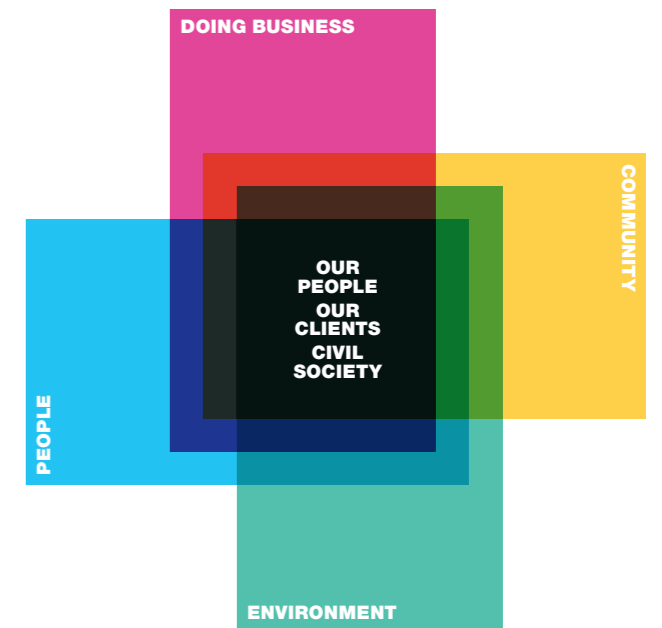
## OUR RESPONSIBLE BUSINESS STRATEGY

### MAPPING OUR OBJECTIVES

Environmental, Social and Governance (ESG) is an increasingly well understood concept adopted by organisations globally to help them map objectives to promote sustainability their own practices.

The principles that are integral to ESG are embedded in our Responsible Business strategy. For instance, we align our operations to contribute towards a number of the UN Sustainable Development Goals (SDGs), in particular goals 1, 2, 3, 4, 5, 8, 10, 11, 15, 16 and 17, and we intend to continue to do so through to 2030.

The activities highlighted in this year's report demonstrate our commitment to sustainable growth and how it has endured and been strengthened during a period of uncertainty, disruption and change.



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.

### 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:

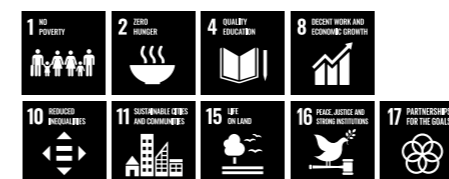
Supporting a wide range of organisations from small community charities to international NGOs to achieve their mission.

#### 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.





Reflecting on the last year, Global Managing Partner Matthew Layton and Global Senior Partner Jeroen Ouwehand discuss what it means to be a responsible business in uncertain times.



**WE HEIGHTENED OUR AWARENESS OF INDIVIDUAL STORIES AND EXPERIENCES ACROSS OUR DIVERSE NETWORK.”**

**Matthew Layton**  
Managing Partner



**IF WE ARE TO HELP OUR SOCIETIES BUILD BACK BETTER, WE MUST STAY AMBITIOUS AND IMPATIENT FOR PROGRESS.”**

**Jeroen Ouwehand**  
Global Senior Partner



## IN THE FACE OF CHANGE

**Matthew Layton:** The past year has really challenged us to think about what it means to be a responsible business. In the face of a global pandemic, environmental disasters, civil rights and humanitarian injustices and an accelerated fracturing of the geopolitical landscape, our vision, our values and our commitments to our clients, to our communities and – more than ever – to each other have been tested like never before.

We are a professional organisation, but we are a human organisation first, and it is with great pride that I reflect on the amount of care and passion our people have shown in their work with clients and in their commitment to each other. Our focus on communication was a big part of this. Finding new ways to interact and converse in a virtual environment, we heightened our awareness of individual stories and experiences across our diverse network.

This has not only brought us closer together, it helps us to withstand the wider personal challenges that each and every one has faced.

As we seek to find a way through the pandemic to the new “norms” for society and economic growth, we find ourselves in a world that is questioning globalisation and multilateralism and which is beset with complexity. Our role must be to help clients forge sustainable and inclusive futures, navigating a new legal, regulatory and stakeholder landscape. We must use our expertise and our capabilities as conveners, working with others to make a positive difference with our commitment to the rule of law, justice and equality as our foundation stone.

Innovation and being open to the new are important elements of how we do business. This has been even more critical to our business resilience this year, enabling us to continue to deliver the highest level of service to our clients as each new challenge has arisen. But as I look back on the past year, what strikes me most is the degree of agility, flexibility and humanity I have seen in our teams and I think ultimately, they are what has enabled us to remain resilient in the face of so much uncertainty and which will carry us through the period ahead.

The future remains uncertain, and I believe we will continue to benefit from our experiences for some time, reflecting on our learnings and how we can hold firm to our strengths. We must proactively engage with our clients and our peers on these issues too as we nurture our collective ambitions to shape and build a better future.

**Jeroen Ouwehand:** When we consider what it means to build a better, more sustainable future, it is the fundamental principles of the law that guide us: equality and fairness, access to justice, effective regulation and government, the eradication of corruption, and the promotion and protection of human rights.

These have always been pivotal to how we operate as a responsible business and they play an increasingly important role in our advice to clients, as we help them develop their Environmental, Social and Governance (ESG) agenda and plan their individual contributions to the rebuilding of successful societies.

We too are putting a lot of thought into our role in society. Earlier this year, we launched a new global framework to strengthen and enhance our firm’s culture, which is helping

us structure our thinking around our purpose and values; how we ensure they are at the heart of all we do, supported by inclusive leadership, clear expectations of our people, strong accountability and reinforced through our talent strategy and metrics for success. This is important work – not just because it’s something we believe in – but because our stakeholders rightly expect it of us.

The UN Sustainable Development Goals, in pursuit of a more sustainable world, are also important to us, to how we approach our client work, and how we run the firm. As the Covid-19 pandemic continues to highlight inequalities, many of us feel a renewed sense of urgency to address issues of injustice, poverty and climate change and drive real societal change. Some examples of these fantastic efforts are captured in this report.

We have achieved a huge amount this year, in extraordinary circumstances. But if we are to help our societies build back better, we must stay ambitious and impatient for progress. We must continue to strengthen our SDG commitments – including through our partnerships with clients, governments and legislators – to maximise the impact we and our NGO partners can have in societies most affected by this crisis.

This is where our power lies: in the robust partnerships that enable us to uphold the rule of law, wherever we are in the world, so we not only contribute to progress, we are in the driving seat of sustainable change.



**BUSINESS RESILIENCE?  
HOW DO WE SHIFT TO  
REMOTE WORKING?  
HOW ARE WE TACKLING  
DIGITAL RISKS?  
HOW DO WE DELIVER  
TO OUR CLIENTS?  
HOW ARE WE EVOLVING  
AS A BUSINESS?**



## DOING BUSINESS

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



**EACH OF THOSE DIVERSE VOICES IS VALUED AND THE COLLECTIVE INPUT LEADS TO BETTER DECISION MAKING.”**

**Geraint Hughes**  
Regional Managing Partner, Asia Pacific



### PROGRESS IN 2019/2020



**SOC2 TYPE 1 COMPLIANCE FOR SECURITY, CONFIDENTIALITY AND AVAILABILITY OF INFORMATION HELD**



**ACTIVE INVOLVEMENT IN WEF GLOBAL FUTURES COUNCIL ON TRANSPARENCY AND ANTI-CORRUPTION**



**NEW MODERN SLAVERY & HUMAN RIGHTS TRAINING ROLLED OUT**

Follow more of our news and progress online:  
[www.cliffordchance.com/responsiblebusiness](http://www.cliffordchance.com/responsiblebusiness)



### SDGS



# A GLOBAL SHIFT

Through the pandemic, we have prioritised the health and wellbeing of our people, aimed to prevent the spread of virus and continued to deliver a high level of support to our clients.



## A SMOOTH TRANSITION

Significant investments in IT systems and security made by the firm over the past few years put us in a position of strength when faced with unprecedented demands due to the Covid-19 pandemic.

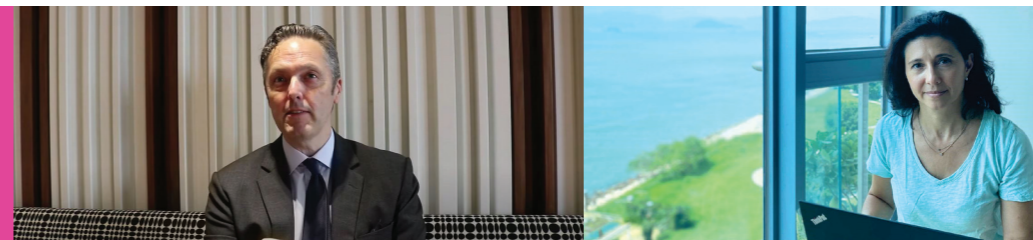
Our strategic commitment to digitally enable our firm, backed up with strong risk, cyber security and compliance processes, meant that we could seamlessly adopt the working processes of our Asia Pacific region and enable the rest of our firm (approx. 6,000 people) to work remotely, safely and securely in approximately three days.

A situation of this magnitude was not without its challenges, which we could only navigate with focus, diligence, resilience and enormous collaboration across our IT teams and support networks. A key benefit was

visibility into what was happening in different locations which gave us time to shift, adjust and take critical steps to ensure operations could continue uninterrupted. We were also able to lean on the strength of our global network to help us address more localised or bespoke challenges, meaning no part of our business suffered.

While our experiences this year have given us confidence in our ability to pivot quickly and responsibly, they are also helping us to further evolve our strategies to accommodate future shifts amid a changing landscape, and the impact the pandemic will have on the ways in which we operate in future.

“**A KEY BENEFIT WAS VISIBILITY INTO WHAT WAS HAPPENING IN DIFFERENT LOCATIONS.**”



## INTERVIEW WITH GERAINT HUGHES AND PIA PIALORSI

**Asia Pacific was the first of our regions to face an unprecedented shift to extensive agile working, both as a result of the public demonstrations in Hong Kong and the onset of the global coronavirus pandemic. Regional Managing Partner Geraint Hughes and Communications Manager Pia Pialorsi discuss their experiences and what they've learned.**

**As the coronavirus pandemic began to unfold in your region, what were your first priorities?**

**Geraint:** We acknowledged that the best way to handle this unprecedented situation would be to form a Steering Group of lawyers and business professionals to co-ordinate our response to the unfolding events. This group is inclusive from a gender, ethnic, age, sexual orientation, and home environment perspective. Each of those diverse voices is valued and the collective input leads to better decision making - including establishing the three principles that would guide all of our future decisions. We also wanted everyone to feel empowered to challenge decisions.

**Pia:** Our three guiding principles were: prioritising the health and wellbeing of our people, preventing the spread of the illness,

and continuing a high level of support to our clients. These have formed the basis for all policies, protocols and decisions we have made since. Every time we have a question about how to proceed, we go back to these principles and usually find the answer.

**What were your greatest challenges and how did you navigate those?**

**Pia:** Every jurisdiction is different, so understanding local context across our Asia Pacific offices was very important. Alongside our regional Steering Group, each office had its own Incident Management Team, which would come together on calls to raise questions or discuss certain challenges they were experiencing. Collectively though, the Steering Group would come up the best way forward, guided by our principles. These forums provided useful foresight and reference for our other offices about similar

scenarios they may face as the virus began to spread.

**Geraint:** We also needed to understand challenges on a personal level. Because of our earlier decision to shift to agile working to protect our people during the Hong Kong demonstrations, some of us had technology and home-working setups in place before the pandemic, which gave us a precedent and helped others follow suit. But of course, we were constantly assessing: how were people managing in areas where a tiny living space is standard? Were people supported enough? What were our clients saying? Keeping lines of communication open and conducting pulse surveys were really key to understanding all these issues. We had to build scenarios and test and re-test as the situation evolved.

**Staying on the topic of communication – this is crucial to both of your roles. What was your approach to staying in touch with your teams as events unfolded?**

**Pia:** We felt it was very important to help people feel safe, connected and supported. Maintaining a balance was really key, both in tone and frequency. We wanted to keep people well informed, but not overwhelm or alarm them unnecessarily. We also put a lot of thought into the channels we used, being respectful of working hours, and how often we would communicate. For example, we found that regular communications on the same day every week provided comfort to people, which was an important piece of learning to pass on to other regions as they faced up to the virus.

**Geraint:** Yes, and again, our guiding principles were really fundamental here because we had clarity on our business priorities. We were able to communicate with empathy and in a way that we felt was in the best interests of our people and our clients. We engaged with our teams through a variety of channels including virtual townhalls, videos and even old style floor walking, where possible, to check in on people. As the situation progressed, we realised that one of our greatest strengths as a firm is our sense of community. This shifted much of our communication focus to personal situations and staying aware of how our people were coping, particularly in light of balancing responsibilities and home life.





## MY VIEW ON IT | STANDING SHOULDER TO SHOULDER WITH OUR CLIENTS.

In the midst of this year's emergency lockdowns, we advised Telefónica on the biggest strategic initiative in their history, and one of the biggest corporate deals in the world at that time: the integration of O2 and Liberty Global in the UK.

Due to the nature of the deal, six months' work needed to be condensed into five weeks, so urgency and confidentiality were paramount. We took enormous care to maintain professional secrecy in every home environment and kitted teams out with extra technology to grapple with agreements reaching hundreds of pages without the need for printing.

What I found remarkable was how this experience brought us so much closer to our client, and to each other. With no travel, we saved a lot of time and our teams worked with greater efficiency than ever. We focused on listening to each other without distractions. And importantly, with nothing separating external lawyers from in-house counsel, we pulled together as one team, all working to a shared goal.

Reaching the signing was a challenge like no other, but under extraordinary circumstances we were there for our client when it really mattered and I'm enormously proud of how we rose to that challenge together.

*Miguel Odriozola, Partner, Madrid*

“  
**WE FOCUSED ON LISTENING TO EACH OTHER WITHOUT DISTRACTIONS.”**



## INTERVIEW WITH GERAINT HUGHES AND PIA PIALORSI CONTINUED

**You touched on learnings that you were able to pass on to other regions. How else have you been able to offer advice to others, particularly as the pandemic spread?**

**Geraint:** It became clear, very quickly, that our teams are very resilient, which coupled with our ability to stay agile were key to navigating our business successfully during times of crisis. But for me, this comes back to community and encouraging the different perspectives that give us a more rounded view of how events are impacting the different populations of the firm. We remain in very close contact with our people, and I believe this has strengthened our position enormously.

**Pia:** I agree, and while our experiences have served as a useful model for other regional adaptations, an important point I'd like to underline is that support from the top has been fundamental to this resilience. Geraint championed our principles throughout, which in turn made it easier for function leads to do their job, advise others and issue the most efficient and helpful guidance possible. I think this is my biggest takeaway from our experiences this year.

**Finally, as we look ahead, what do you think these experiences have taught us about ourselves as a firm?**

**Pia:** Our people rose to the occasion, I really believe that. I think across the firm and certainly among our leadership, we've demonstrated a strong moral centre that enables us to act with integrity when faced with entirely new challenges or times of

hardship. I think this says a lot about the sort of firm we are, particularly as we consider what else we can achieve together in the future.

**Geraint:** Absolutely. I've always been proud to work for the firm, but never prouder than now. I think our people have shown us their true character. We've continued to support our clients on fantastic deals, we've supported those more vulnerable in our local communities, and we've supported each other. Of course we're hoping for better times, but for me, it's important that we now reflect on everything we've learned and consider carefully what the next normal is going to be.

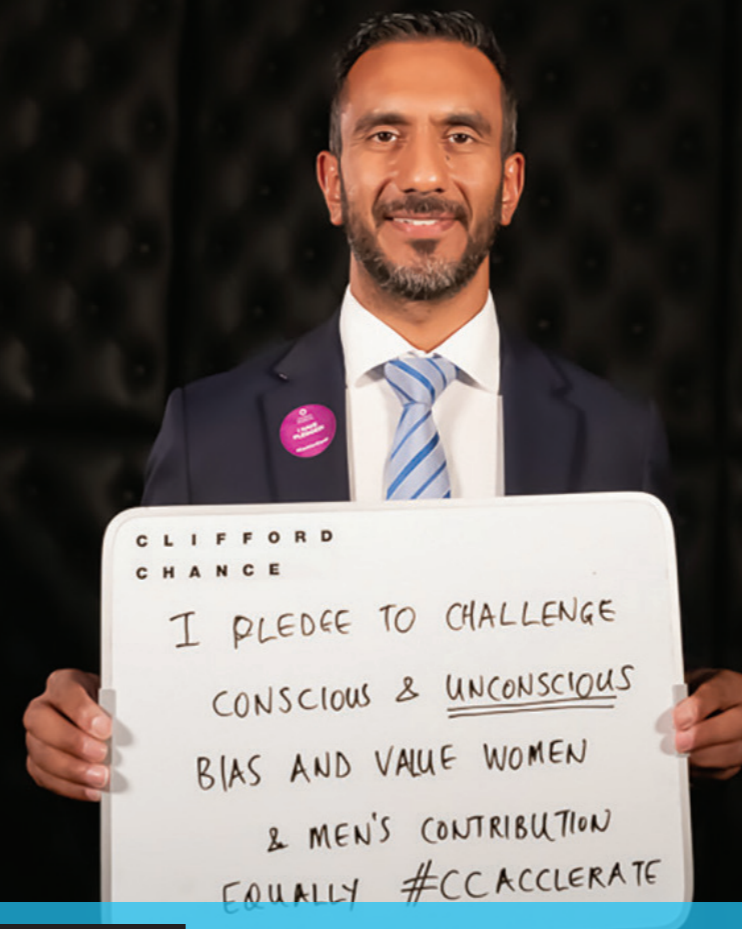
“  
**IT WAS VERY IMPORTANT TO HELP PEOPLE FEEL SAFE, CONNECTED AND SUPPORTED.”**

**Pia Pialorsi**  
Brand, Communications & Marketing Manager, AP, Hong Kong





A STOP TO BULLYING?  
 HOW ARE WE PROMOTING  
 REVERSE MENTORING?  
 HOW ARE WE FOSTERING  
 AN INCLUSIVE CULTURE?  
 ARE WE GIVING CAREER  
 AND TRAINING ADVICE?  
 HOW ARE WE BOOSTING  
 TEAM MORALE?



# 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.

“  
**OUR EXPERIENCES  
 HAVE PUSHED US  
 TOWARDS BEING  
 MORE OPEN TO NEW  
 IDEAS.”**

**Neha Patel**  
 Associate, New York

## PROGRESS IN 2019/2020

**35%** OF NEWLY PROMOTED PARTNERS WERE **WOMEN**



**DEVELOPED GLOBAL AND REGIONAL INCLUSION TARGETS FOR ETHNICITY, GENDER AND LGBT+\***



**FORMED A GLOBAL WELLBEING GROUP TO SUPPORT RESILIENCE AND MENTAL HEALTH**

Follow more of our news and progress online:  
[www.cliffordchance.com/inclusion](http://www.cliffordchance.com/inclusion)



## SDGS



# LEADING THROUGH CHANGE

Extensive remote working has prompted us to evolve traditional working habits, develop new styles of leadership and cultivate a new sense of community.



## INTERVIEW WITH NEHA PATEL AND MO AL-SHUKAIRY

**New York Associate Neha Patel and Regional Managing Partner for the Middle East Mohammed Al-Shukairy discuss recent experiences in their regions.**

**What stands out to you the most in terms of how we've had to adapt this year?**

**Mo:** The unwavering commitment of our people to help each other. This was evident throughout our experiences, and I saw leadership in many different guises. Partners ramping up one-to-one engagement to check in on team members and clients. Lawyers showing camaraderie and relentless devotion to clients on transactions that suddenly became significantly more challenging. I also witnessed numerous examples of our business professionals being extremely creative to ensure business could continue come what may. The exchange of ideas and collaboration was hugely valuable.

**Neha:** We felt these efforts at all levels of the firm as teams went out of their way to make the transitions feel as comfortable and

seamless as they could. The IT team's leadership was at the forefront of this, but many partners and associates came up with ways to deepen our sense of community and camaraderie. Whether through personal check-ins, weekly calls to share news on work or social events with teams, we feel more connected with each other than ever before, which is a very positive outcome.

**A lot of the recent challenges our teams have faced are entirely new. How have we been able to navigate these?**

**Mo:** In many ways, through open debate and humanising the experience. While we were finding our feet early on, we focused on policy and procedures, and rightly so. As things evolved, we quickly turned to sharing personal experiences during regular team calls and ensuring transparency around what was working well and what was not.

## ERADICATING BULLYING AND HARASSMENT

We have partnered with the International Bar Association (IBA) to run a global seminar series in response to their ground-breaking research last year, which showed that bullying and harassment remain major challenges for the legal sector and together we must do more to tackle it and eradicate it.

Events were hosted across our network – both in person earlier this year and online during lockdown – to raise awareness of the dynamics of bullying and harassment in the legal sector and to listen to the concerns and observations of our own people, our industry peers and our clients.

Part of this is ensuring we are never complacent and that each of us understands, and embraces, the critical role we can play in ending bullying and

harassment. This is at the heart of a new training course we have since launched; it is an explicit call to action for everyone at Clifford Chance.

Bullying and harassment have no place in our firm, and run counter to the culture we strive to nurture: where people are treated with the respect and dignity that each and every one of us deserves, and feel empowered to call out bad behaviour in the knowledge that the firm will support them when they do.



**PEOPLE FEEL EMPOWERED TO CALL OUT BAD BEHAVIOUR."**



Accepting sometimes that there may not be a perfect solution and engaging in meaningful dialogue and being more adaptable was key.

**Neha:** This is also important because not everyone's situation at home is the same. Parents who have children at home or others who have faced emotional and even physical challenges as a result of the coronavirus found the adjustments harder than others. Many working groups have been set up and wellness programmes increased to help those in different situations feel supported. Our leadership has been very open to what we could do better. In my opinion, this is really setting Clifford Chance apart from other firms.

**How have we worked to ensure the needs of our people are being met from**

**a personal development perspective also?**

**Neha:** Training has been a real priority. Partners and senior associates have taken this time to connect with junior associates every week to study different substantive and legal topics and answer any questions we may have. While we've always offered this type of training, we may not have prioritised it in the same way before. It's been hugely beneficial to my growth as a junior associate, so I'd like to see it continue.

**Mo:** As it should, of course. It is imperative for us as firm to continue to find effective ways to deliver and receive professional training for the benefit of our teams and clients. Our global Academy has done a great job of ensuring training opportunities scale up both online and through virtual group meetings, so that our people have a

chance to share knowhow and stay on top of latest developments and learnings.

**Mo, your region has been trialling a 'balanced contribution' model, which removes utilisation from its assessment of lawyer contribution and performance. How important do you feel this is now?**

**Mo:** Our balanced contribution approach remains important and if anything gains additional urgency in light of the "new normal". Looking beyond billable hours to a more holistic understanding of our people's contributions is not entirely new for us as a firm, but we formalised the approach in the region in the context of our bonus criteria for lawyers, to adhere to a more qualitative and broad based assessment of how our lawyers are doing when it comes to delivering legal advice, developing client relationships, playing a part in the firm achieving its





## MY VIEW ON IT | THE POWER OF REVERSE MENTORING

**Ebun:** Reverse mentoring is invaluable because it turns my experiences as a black woman into useful change for the benefit of the firm. Sophie is always ready to listen, and I see the effects of our conversations in various actions taken by the firm. Especially during lockdown, it felt useful to talk to her about the disproportionate impact the pandemic has had on ethnic minorities, and how this has affected me and my family. As a result, I saw new lines of communication open between the leadership and our ethnic minority communities, helping others feel supported, and more importantly, listened to. This is what matters, and providing action follows, this is what will effect positive change for the long term.

**Sophie:** Having Ebun as a reverse mentor has enriched my understanding of different experiences of ethnic minorities in our firm, but also my ability to make informed leadership decisions. The openness she brings to our discussions not only helps me think compassionately and inclusively about the impact our decisions may have on different population groups in the firm, it's pivotal to our commercial strategy too: we want to get the absolute best out of our people and if we're not set up to help everyone succeed and feel valued, we need to change our approach. We need to talk openly and honestly about that and I'm hugely grateful for the role that Ebun plays in this.

*Ebun Soyinka, Recruitment Marketing & Employer Brand Specialist and Sophie Schwass, UK Regional Chief Operating Officer*

“**IT FELT USEFUL TO TALK ABOUT THE DISPROPORTIONATE IMPACT THE PANDEMIC HAS HAD ON ETHNIC MINORITIES.”**



## INTERVIEW WITH NEHA PATEL AND MO AL-SHUKAIRY CONTINUED

strategy and thought leadership. This is critical to how we continue to develop as a business.

Certainly our experiences this year have emphasised the need for versatility, listening even more intently to our clients and finding ways to deliver greater value. Our people also thrive on being empowered to contribute to community matters and use their talents more broadly in the knowledge that it will be celebrated and recognised including through compensation and career progression. Our associates' involvement in broader initiatives has increased, our financial performance in the region improved and, crucially, feedback from our lawyers and clients is overwhelmingly positive.

**Neha:** It's a great model because the entire notion speaks to work-life balance. Being solely focused on utilisation creates a

competitive environment where people feel pressure to increase their billable hours, instead of thinking of how they could maximise the efficiency and efficacy of our work product, as well as their own skills and experience. The Americas offices are also already taking a more holistic view, for example, counting a certain proportion of pro bono hours as billable hours. I think adopting this model more broadly would be a very positive step for our firm.

**As we look ahead, how do you think our learnings from this year will shape our future?**

**Mo:** We gained greater focus on the things that matter the most to our people and to our clients. I hope that looking back people will say that Clifford Chance showed leadership, genuine care for our people, a 'can do' attitude, resilience and, importantly, humility.

There is a real desire to learn and to adjust. I believe this will continue to translate across everything we do; from developing our individual skills and approach, to delivering an unparalleled client service, regardless of where we work from. I also believe we've developed greater momentum in our efforts to nurture truly diverse and adaptable teams, so we can hopefully thrive as a responsible business in the years to come.

**Neha:** Yes, our experiences have definitely pushed us towards being more open to new ideas. We're listening in a meaningful manner and having genuine conversations rather than going through the motions. We've seen this in our interaction with clients too; there's a more personal touch which we may not have managed as well in normal circumstances. This needs to be a continuous effort, so our learnings stay with us for the long-term and help us set a new standard for our industry.

“**WE GAINED GREATER FOCUS ON THE THINGS THAT MATTER MOST TO OUR PEOPLE.”**

**Mo Al-Shukairy**  
Regional Managing Partner,  
Middle East





**A STOP TO BULLYING?  
HOW CAN WE BUILD NEW  
PARTNERSHIPS?  
HOW ARE WE REACTING  
TO EXCEPTIONAL TIMES?  
HOW ARE WE TACKLING  
SOCIAL EXCLUSION?  
HOW CAN WE WIDEN  
ACCESS TO JUSTICE?**



# COMMUNITY



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

“  
**A RESPECT FOR HUMAN RIGHTS IS NO LONGER ENOUGH. ORGANISATIONS HAVE TO ACTIVELY PROTECT HUMAN RIGHTS.**”

**Jan Dobrý**  
Senior Associate

## PROGRESS IN 2019/2020



**61,456 IN-KIND HOURS THROUGH PRO BONO AND COMMUNITY OUTREACH**



**115 COLLABORATIONS WITH CLIENTS AND SIGNIFICANT CIVIL ACTORS**



**1.2 MILLION PEOPLE HELPED SINCE THE LAUNCH OF OUR HELPING 100,000 PEOPLE PROGRAMME IN 2012**

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## SDGS





# SCALING UP OUR IMPACT

During the Covid-19 pandemic, the protection of human rights and civil liberties has been even more important than ever before.



## SOLID FOUNDATIONS FOR GROWTH

With the coronavirus pandemic wreaking so much damage, many businesses have sought to direct their core skills, as well as their financial resources, towards addressing the consequences of the crisis.

We were able to support many of the most vulnerable individuals and communities affected by the pandemic and its effects through a number of our pre-existing pro bono relationships. On a local level, we continued to run our free legal clinics remotely and provide vital pro-bono legal advice to individuals and communities on a variety of areas of law including employment, welfare entitlement and housing issues.

On an international level, we have continued to work with and support several of our global strategic pro bono partners, including Fair Trials to track how justice systems are being affected by the Covid-19 outbreak.

We have also provided grant funding through the Clifford Chance Foundation to other global strategic pro bono partners to support their Covid-19 emergency response work amongst communities who were particularly vulnerable to the effects of the pandemic, including: Asylum Access, whose work has been focused on securing access to health care for refugees and the removal of refugees from detention centres where contagion rates are so high; Hope and Homes for Children, who have been seeking to minimise the impact of the virus in orphanages around the world, in particular central and eastern Europe and Africa; and War Child, who have been working in some of the most acute conflict zones around the world to shield children and young adults from the virus.



**WE WERE ABLE TO SUPPORT MANY OF THE MOST VULNERABLE INDIVIDUALS AND COMMUNITIES AFFECTED BY THE PANDEMIC."**



## INTERVIEW WITH DOROTHÉE VERMEIREN AND JAN DOBRÝ

**Brussels based Partner Dorothee Vermeiren and Prague based Senior Associate Jan Dobry discuss the firm's work with global criminal justice watchdog, Fair Trials.**

**Why is our focus on human rights more important now than ever before?**

**Dorothee:** Businesses can no longer operate in isolation; we have an obligation to help those less fortunate than ourselves and to make a positive impact on society. What's more, we're increasingly asked about our views on social issues and social justice by clients and potential recruits alike, who are no longer solely interested about the firm's financial wellbeing.

**Jan:** I agree – corporate activity and human rights are now more interrelated and indivisible than ever before. A respect for human rights is no longer enough. Organisations have to actively protect human rights. Ultimately, the protection of human rights underpins good business practices and it's clear that businesses that don't understand and value this will find themselves in difficult positions.

**Access to justice is a critical aspect of human rights. You are both part of the international team working on the firm's strategic pro bono and community outreach partnership with global criminal justice watchdog, Fair Trials. What do you find significant about this work?**

**Dorothee:** Clifford Chance has worked with Fair Trials on a variety of projects previously and we are currently helping them track how different justice systems across Europe are being affected by the Covid-19 outbreak. The aim of the project is to raise and maintain awareness of the impact of emergency measures on due process within the criminal justice system and to empower Fair Trials' network of criminal justice advocates across Europe to try to curb unnecessary restrictions.

**Jan:** The Covid-19 pandemic has impacted everyone. From a personal point of view, I think the pandemic has forced local and national authorities to reconsider the way their justice systems operate and the urgent need for modernisation. In the Czech Republic, for example, it wasn't necessary for courts to adopt new rules regarding online proceedings. These measures have been in place for many years, but haven't been tried before. Covid-19 changed that, it forced judges and officials to move to online proceedings and look into the ways the use of technology might actually bring significant benefits. Covid-19 has also forced judges and courts to reconsider how they effectively detain individuals with children and how best to arrange meetings with the detainees.

**Dorothee:** Governments must take urgent measures to curb the spread of Covid-19 to

safeguard public health and provide medical care to those who need it. Inevitably, these measures limit our human and fundamental rights to an extent rarely experienced in peacetime. Initially in Belgium, detainees were often prevented from going to hearings and had their temporary leave suspended in the name of public safety.

**What makes Clifford Chance's teams so well equipped to help Fair Trails on this project?**

**Dorothee:** As the content underpinning Fair Trials' requests is often challenging and not within our areas of expertise, we have had to research areas of law that criminal lawyers might be more familiar with. That said, Fair Trials comes to us, not because of our expertise in criminal law but, because we can get to the real heart of their requests.

Additionally, our global outlook is hugely beneficial as their requests often have a strong policy perspective and they look to us for information and data on broader developments around detainee rights that can be used in other jurisdictions. For example, my colleagues and I have been sourcing practical information from enforcement authorities in Belgium that could help to understand how the efficacy of the policy can be improved in other areas - notably when it comes to the right for detainees to have legal assistance during police interviews.

**This initiative sounds very interesting and a big undertaking. Did you get the opportunity to work with colleagues in the same office and other offices who you wouldn't normally interact with?**





## MY VIEW ON IT | TACKLING STRUCTURAL DISCRIMINATION

This year, our long-term relationship with the International Center for Advocates Against Discrimination (ICAAD) was formalised as a global strategic pro bono partnership. Through this partnership, we've worked together to tackle discrimination linked to gender-based violence in the Pacific Islands; to develop strategies for three Pacific Island nations as they prepare to renegotiate Compact of Free Association (COFA) agreements with the United States; and to find ways to hold tea gardens in India accountable to the fair trade employment standards under which their tea is marketed.

While ICAAD is a relatively small organisation, its appetite for taking on large-scale,

international issues to drive meaningful change is hugely inspiring. Our work together is not only intellectually stimulating and rewarding, it offers perspectives I may not have gained otherwise. The COFA initiative in particular has taught me a lot about the experiences of those living in the Pacific Islands and the importance of negotiating fair agreements that promote and protect their environmental, financial and security rights.

Moreover, it's fantastic to partner with an organisation that reflects our firm's global and strategic approach to pro bono work. Collaborating with ICAAD and talented colleagues in New York and Washington D.C., as well as across Europe and APAC, has helped us appreciate our ability to make impactful changes to people's lives through the work we do all over the world.

*Celeste Koeleveld, Partner, New York*

“  
IT'S FANTASTIC TO PARTNER WITH AN ORGANISATION THAT REFLECTS OUR APPROACH.”



## INTERVIEW WITH DOROTHÉE VERMEIREN AND JAN DOBRÝ CONTINUED

**Dorothee:** Yes, we've worked closely a large, cross-border team from across our offices in London, Paris, Germany, Spain, Luxembourg, Warsaw, Prague, and Brussels who are helping to gather data and information from authorities in their respective jurisdictions for Fair Trials. The more junior colleagues in my office are very committed to the project and it's been nice working so closely with them on something different and challenging – other than our usual client work.

**Jan:** As Dorothee said, the Fair Trials project has allowed me to work with a lot of junior colleagues, who I wouldn't have come across otherwise. They have been really keen to take on more responsibilities and ownership of different parts of the project, which has subsequently helped them acquire and develop new skills.

**Why does the work with Fair Trials matter to you?**

**Jan:** While giving back to those less fortunate than ourselves is important and rewarding, working with Fair Trials and other pro bono initiatives is personally very beneficial and has taught me a great deal both personally and professionally. It has also given me the chance to step away from my daily routine and tasks, gain new perspectives and helped me avoid burnout from the high-pressured nature of client work.

**Dorothee:** I've always loved the law and access to justice, and I even remember defending my friends from bullies at school. While I spend most of my time advising companies on all types of litigation, I came into the law with a very ethical mindset and maintain the belief that we should use our

privileged positions to give back to society. Fair Trials has definitely given me the opportunity to do so and I'd encourage others to take part if they can.

“  
WE'RE INCREASINGLY ASKED ABOUT OUR VIEWS ON SOCIAL ISSUES AND SOCIAL JUSTICE BY CLIENTS AND POTENTIAL RECRUITS ALIKE.”

**Dorothee Vermeiren**  
Partner, Brussels





A STOP TO BULLYING?  
 HOW ARE WE BATTLING  
 CLIMATE CHANGE?  
 HOW CAN WE DO BETTER?  
 HOW DO WE DRIVE  
 SUSTAINABLY GROWTH?  
 HOW ARE WE REACTING  
 TO EXCEPTIONAL TIMES?  
 WHAT MORE CAN I DO?



# ENVIRONMENT



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

“  
**IT'S INCREDIBLY IMPORTANT THAT WE ACT RESPONSIBLY AND ACTIVELY PROMOTE POSITIVE CHANGE.**”

Liesbeth Buiter  
 Partner, Amsterdam

## PROGRESS IN 2019/2020



**28.42% REDUCTION IN SCOPE 1 AND 2 CO2 EMISSIONS\***



**27.90% REDUCTION IN PAPER CONSUMPTION\***

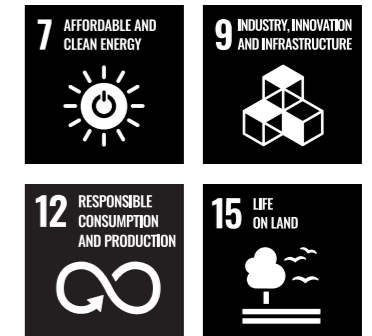


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## SDGS





# A NEW LANDSCAPE

The Covid-19 lockdown has had a significant impact on the way that we operate, highlighting positive changes we can all make in future.



## BALANCING THE HUMAN IMPACT

This year, the firm has made significant strides to environmental harms through 'home-grown' charity Lifescape, which seeks to balance the human impact on the natural world and allow nature to recover.

Lifescape was established in 2014 by Clifford Chance partner Roger Leese and then lawyer Adam Eagle, a keen conservationist who highlighted the importance of rewilding. Over time, they garnered the support of almost 100 of the firm's lawyers and business professionals across 10 offices, who continue to volunteer their time and skills to develop and broaden the charity's scope and impact – so much so that Lifescape now functions fully independently, with Adam taking on the full-time role of CEO in January 2020.

Now an established pro bono client, we recently helped Lifescape develop private law mechanisms – where public law mechanisms are lacking – to halt the loss of wild areas and important ecosystems. These mechanisms will allow individuals and organisations to secure protection for nature for hundreds of years, without having to entirely forego its economic value.

Many of our people are increasingly passionate about protecting the environment and look for new ways to make an impact. Lifescape serves as a conduit to achieving meaningful results and continues to encourage people, at all levels of the firm, to get involved.

“OUR PEOPLE ARE INCREASINGLY PASSIONATE ABOUT PROTECTING THE ENVIRONMENT.”



## INTERVIEW WITH ALAN CORR AND LIESBETH BUITER

**Regional Chief Operating Officer for Asia Pacific Alan Corr and Amsterdam Partner Liesbeth Buiters discuss the positive practices lockdown has uncovered for them.**

**There has been a lot of talk about the environmental impact of the Covid-19 lockdown. Has this proven to be the case in your work at Clifford Chance?**

**Alan Corr:** The last few months have been like nothing I've experienced before. The biggest environmental change in my work is the amount of flying that I'm doing. Before, I would usually travel at least two or three times a month to one of our offices in APAC. However, since the end of January, I haven't been on a single work trip and have done most of my meetings over via video conferences - it seems that most of my colleagues in the region are the same.

With fewer people in the offices, and for months many offices were empty, we've seen a significant reduction in the use of electricity across the network – although we are looking into how that is offset by people's

use of power while working from home.

**Liesbeth Buiters:** Lockdown has certainly reduced my car and plane travel. In Amsterdam, we were encouraged to work remotely. While not every meeting can be held as a video conference, I will now think twice before hopping on a flight to London or to one of our other offices for only a few hours. Not only has the use of video conferencing helped to reduce our carbon footprints, it's strangely brought us closer to our clients. They are now able to see us on camera, where previously they might have just spoken to us over the phone.

**How have our regional and firm-wide environmental and sustainability priorities changed over the past six months? And how does that compare to pre-lockdown?**

**Alan:** We remain committed to delivering an outstanding client experience and maintaining the health and wellbeing of our people, but we are now more dedicated to ensuring that our business priorities have environmental and sustainable outcomes. As most of our office space has been empty for the last six months, we are plan to trial a flexible and agile working policy that brings about a better work/life balance, eases health concerns and reimagines how we might use our office space in the future.

**Liesbeth:** Through discussions with colleagues, we are looking at how best to use the real estate to deliver positive environmental and sustainable outcomes. In addition to taking all appropriate health and safety measures and reducing the use of conference facilities and hotels, it's important to consider the environmental and social aspects of existing assets and how they can

be optimised. This is essential as many of our young people will choose to work from the office as either their home working setup is inadequate, or they are still in the early stages of their career and need guidance from more experienced members of staff.

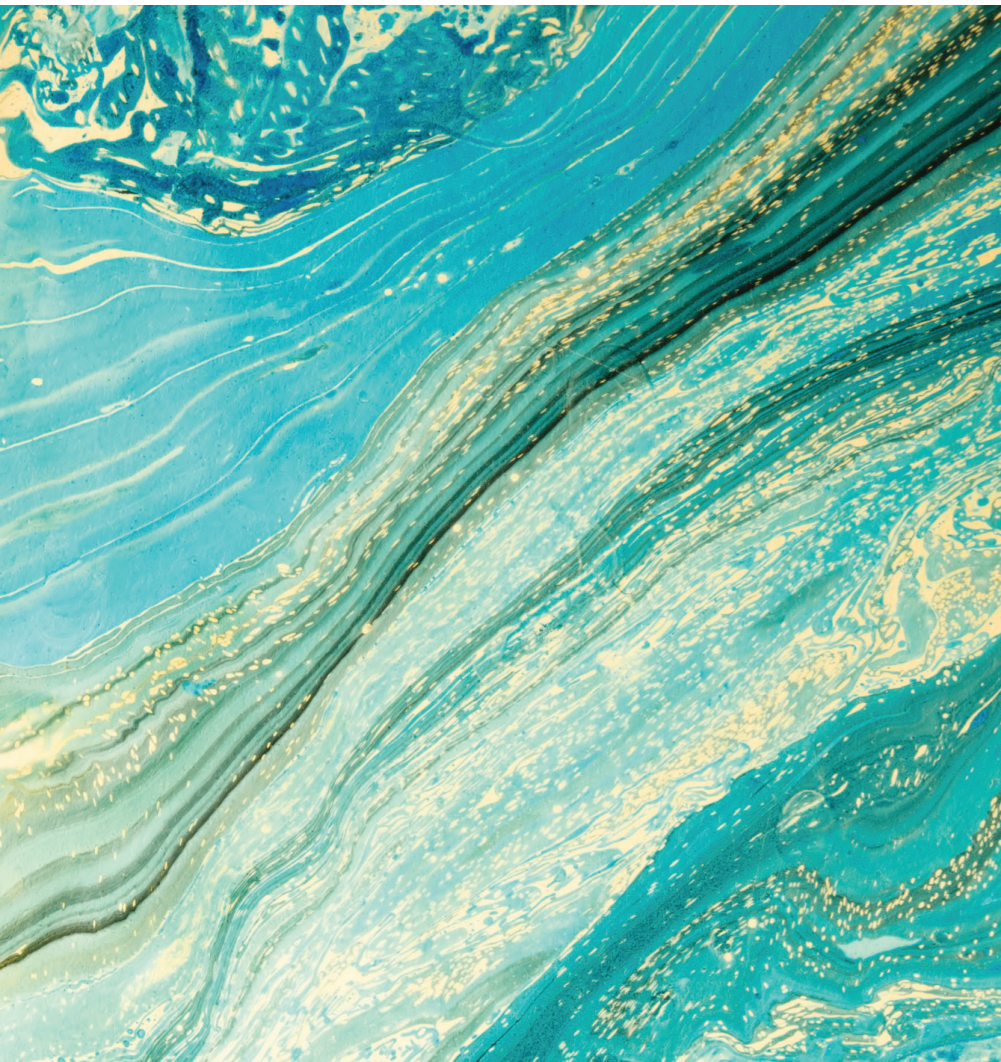
**Greater agile and remote working will have significant benefits. What are some of the other positive practices that lockdown has uncovered and what do you think some of the obstacles are to enforce these changes?**

**Alan:** The fact that some of our colleagues in Asia went back to their offices before being sent home again, and then coming back in again, has allowed us to take note of the positive practices and the challenges of maintaining them. In Singapore, where our team is still working remotely, we have allowed some colleagues to enter the

building to clear their desks as part of a firm-wide 'clear desk' policy to minimise the potential spread of Covid-19 and reduce the risk associated with client confidentiality. I was incredibly surprised at how positively people have responded to this request. We have had a similar experience in HK. A big part of having a clear desk policy is the reduced use of paper. While it's no secret that the legal industry has an addiction to paper and that old habits die hard, we have seen a dramatic reduction in paper use across the network.

**Liesbeth:** I agree, paper is definitely one of our biggest challenges in terms of changing the way we work. While working from home, I wasn't able to print and was dependent on using the technology available to me. As I'm now back in the office, I feel a strong urge to print but am committed to using less paper and not slipping into bad habits.





## MY VIEW ON IT | THE GROWTH OF ESG IN LATIN AMERICA

As a member of the firm's global ESG Board, I'm seeing first-hand the increasing appetite for ESG-related investment opportunities worldwide. Latin America is no exception to the rule. We've been helping our clients to not only comply with ESG-related obligations, but develop best practices in the field, and capitalise on ESG value creation opportunities. It's a fascinating time for the Latin America region, with some really exciting projects and new policies around ESG emerging.

In particular, over the past few years, high-profile corruption investigations have driven businesses, regulators and governments to work harder to embed new policies and guidelines to promote

responsible business practices and combat corruption and impunity. It's rewarding to see improvements in compliance and good governance, as well as the positive effect this has had on attracting more investment, particularly from institutional and financial investors, all across the region, as well as on local communities.

We are also seeing increased interest in sustainable investment opportunities in the region. Earlier this year, our team advised on the US\$1.2 billion sovereign bond issuance for Guatemala, whose proceeds will be used to finance its COVID-19 prevention, containment and mitigation efforts. This landmark issuance is the first social bond in Central America and the Caribbean and included a significant participation from investors with dedicated ESG criteria accounts and social bonds portfolios.

“IT'S REWARDING TO SEE IMPROVEMENTS IN COMPLIANCE AND GOOD GOVERNANCE.”



Thais Garcia, Partner, New York



### What will help drive the reduced use of paper in the future?

**Alan:** We have a longstanding ambition to reduce paper use, which we are even more committed to encouraging now. We are also looking into reducing the number of personal printers across the network, as studies show that using a communal printer reduces the amount paper use and has added health & collaboration benefits. Additionally, where some colleagues may be more reluctant to change their ways of working, there is a real opportunity to work closely with our younger colleagues who are more digitally minded to help achieve our objectives.

### To what extent are clients talking about their environmental impact and changes caused by lockdown? Is this a topic that we are speaking to them about?

**Liesbeth:** Definitely, we've seen a lot of interest from clients who want to get their businesses up and running again and to do so in an environmentally friendly way. We are advising clients on investing in real assets that have pre-existing green certificates and are sustainable, so that they comply with both existing and future regulations, without having to invest further down the line.

### How important is it for you that we, as a firm, act in a responsible way and stand out from amongst our peers?

**Alan:** As a leading international firm, we have an opportunity to lead from the front and share best practice from around our network with our clients and other stakeholders for the benefit of the wider society. We are using our experiences from APAC to benefit our clients and other stakeholders in the legal and business sectors.

**Liesbeth:** It's incredibly important that we act responsibly and actively promote positive change. In addition to the reputational benefits, clients are moving towards greater sustainability and we have to go with them. When doing transactions in this space and things are moving quickly, clients want lawyers who believe in these issues and are able to provide them with information on the latest developments.

“THERE IS A REAL OPPORTUNITY TO WORK CLOSELY WITH OUR YOUNGER COLLEAGUES WHO ARE MORE DIGITALLY MINDED TO HELP ACHIEVE OUR OBJECTIVES.”

Alan Corr  
Regional COO/CFO, Asia Pacific





# MONITORING OUR PROGRESS

## DOING BUSINESS

<p><b>Ensure regional risks are being managed in accordance with local frameworks</b></p> <p>Continue to develop region-specific risk frameworks for the Americas, Continental Europe, Asia-Pacific and the Middle East</p> <p>Establish a risk framework in the UK</p>	<p>●</p> <p>●</p>
<p><b>Equip our people with the training and support to do the right thing, in the right way</b></p> <p>All employees to complete mandatory risk and compliance training</p> <p>Roll out new Modern Slavery and human rights training</p> <p>Roll out new AML training in line with 4th MLD</p> <p>Progress comprehensive programme of activities to enhance our ethical culture, informed by our ethical culture survey</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p><b>Further evolve our incident and business continuity planning including a robust programme of scenario rehearsals</b></p> <p>Continue to test and embed our cyber response plan</p> <p>Roll out and embed updated approach to operational risk and resilience including a programme of operational resilience exercises</p>	<p>●</p> <p>●</p>
<p><b>Further evolve our client acceptance processes to act only for reputable businesses</b></p> <p>Extend deployment of the Clifford Chance Responsible Business Statement ('RBS') increasing the number of relevant clients who confirm they meet our expected standards</p> <p>Convene an annual discussion with peer firms on client acceptance best practice</p> <p>Initiate a process to carry out enhanced due diligence on certain categories of clients over and beyond regulatory requirements, involving appointing an external investigative agency</p>	<p>●</p> <p>●</p> <p>●</p>
<p><b>Support external initiatives which promote responsible and ethical business practices</b></p> <p>Identify opportunities to actively engage with relevant bodies and organisations, including with the Institute of Business Ethics, with Professionals Against Corruption and with Partnership Against Corruption</p>	<p>●</p>

## PEOPLE

<p><b>Improve the gender balance in our partnership, so that women make up at least 30% of our partnership</b></p> <p>Continue to advance towards the 30% gender balance target and publicly report progress</p>	<p>●</p>
<p><b>Improve the ethnic diversity of our firm</b></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><b>Improve the alignment our learning and development programmes with our vision and strategy</b></p> <p>Develop a leadership development programme for partners which includes learning around inclusive leadership</p>	<p>●</p>
<p><b>Support our people in increasing their resilience</b></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>

### Key

- Good progress / Complete
- In progress

### 2020 / 2021 KPIs

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## COMMUNITY

<p><b>Continue to develop pro bono and community outreach opportunities in business-critical regions</b></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><b>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</b></p> <p>Pro bono involvement in innovative services and products, e.g. fintech and social business solutions</p> <p>Number of strategic pro bono relationships that exemplify our theory of change</p> <p>The number of our people who are serving on the boards of not-for-profit organisations</p>	<p>●</p> <p>●</p> <p>●</p>
<p><b>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</b></p> <p>The number of global strategic pro bono and community outreach relationships, specifying the number with an environmental focus</p> <p>The number of clients and significant civil actors with whom we collaborate</p>	<p>●</p> <p>●</p>
<p><b>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</b></p> <p>The proportion of lawyers who reports skills enhancement as one of the benefits of doing pro bono work</p>	<p>●</p>
<p><b>Continue to develop and refine our capability and that of our clients, to support effectively the widest range of civil society organisations, form small community-based organisations to international NGOs</b></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 Sustainable Development Goals</p>	<p>●</p> <p>●</p> <p>●</p>

## ENVIRONMENT

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



# THANK YOU

Every day, in every office, our people are doing more for local causes that make a difference in their community.

We celebrate the efforts of those who give their time, and extend our warmest gratitude, right across the network.



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

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