

WE UNDERSTAND  
THAT INCLUSION IS  
GOOD FOR OUR  
PEOPLE AND THEIR  
FAMILIES. WE ARE  
**CAMPAIGNING FOR AN  
INCLUSIVE FUTURE**  
FOR OUR FIRM, OUR  
CLIENTS AND SOCIETY.  
WE SEE INCLUSION AS  
AN INTRINSIC VALUE  
OF OUR FIRM.

At Clifford Chance we understand that diversity and inclusion are good for our staff and their families, our firm and our clients, and society. We see inclusion as an intrinsic value of our firm. It is a matter of justice. It is also a core part of our identity. Our history as a firm has been anchored in innovative and diverse cultures and approaches which have both disrupted traditional attitudes and set global standards.

“**IF YOU BELIEVE IN SOMETHING YOU HAVE TO CAMPAIGN FOR IT. WE BELIEVE IN INCLUSION AND EVERY ONE OF US IS THE MOST EFFECTIVE AMBASSADOR FOR OUR VALUES IN OUR OWN SPACES. WELCOME TO CAMPAIGNING.**”

**Tiernan Brady**  
Global Director of Inclusion

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To be a leading global law firm, we need to be the leaders in inclusion. There is no doubt that it is the richness of our diversity that drives our success and makes us who we are as a global firm. That diversity needs to be nurtured and celebrated and must remain a business imperative.



**OUR NEW TARGETS WILL BE A POWERFUL CATALYST FOR THE CHANGE WE WANT TO SEE.”**

# SETTING NEW STANDARDS

## GLOBAL MANAGING PARTNER MATTHEW LAYTON

**As events this year have demonstrated, inclusion and equality of opportunity isn't always the lived experience of many people. While we acknowledge and are proud of the progress we have made, so must we deepen our commitment to forging the positive and inclusive environments we wish to see in our firm, with our clients and in our societies as we look to the future.**

Part of that commitment is ensuring that, regardless of the challenges the external environment brings, our focus on inclusion remains steadfast, as it's during difficult times that a firm's values really come to the fore. It is also about accountability and understanding that we each have an important role to play in realising our global inclusion strategy to change the rules, change the culture, change the lived experience.

I was particularly proud this year to see the launch of new global and regional targets, for ethnicity, gender and LGBT+, which were introduced to ensure greater ambition, progress and accountability are embedded across the firm's global network.

We have developed regional targets because we understand that different regions, and the markets within them, have different challenges, and a unique set of circumstances, whether it is recruitment, retention or promotion.

These targets will help concentrate our efforts in the right areas, they will encourage transparency and allow us to talk openly and constructively about how we achieve our goals.

Together, with all of the fantastic work our people are doing to support our inclusion efforts – some great examples of which are captured in this Report – I believe our new targets will be a powerful catalyst for the change we want to see. I hope they will set a new standard for our industry, and we are committed to doing all we can at a leadership level to make that a reality.

## REAL TARGETS, REAL DEADLINES

- At least 40% female and at least 40% male global partners in the firm by 2030
- APAC, and UK regions will have a goal of increasing the proportion of female partners by 25% by 2025 and by 60% by 2030
- Americas and Continental Europe regions will have a goal of increasing the proportion of female partners by 35% by 2025 and 100% by 2030
- ME region has a separate target of attaining 12.5% female partners by 2025 and 25% by 2030
- Gender targets of at least 40% female and at least 40% male are to be extended at all levels throughout the firm's structures at a global and regional level, including to counsel, senior associate, associate, business professionals directors and leadership groups by 2025
- The firm has introduced its first LGBT global partner level target of 3% by 2025
- Our first minority ethnicity targets have been adopted for the US and UK regions which include 15% of new partners and 30% senior associates and business professionals by 2025

“If ever there was a year that reminded us that inclusion matters, for many reasons, 2020 is that year.”



**AT A TIME WHEN MANY OF US WERE APART, PEOPLE DIDN'T DISCONNECT; THEY WORKED TOGETHER AND CONSISTENTLY STEPPED UP.”**

# WELCOME TO CAMPAIGNING

## GLOBAL DIRECTOR OF INCLUSION TIERNAN BRADY

**We faced a pandemic that did not impact everyone equally. Rather, it was proof that people experience reality very differently. We saw people from ethnic minorities with significantly worse health outcomes, women disproportionately facing choices they shouldn't have to make between career and family, and LGBT+ people moving back home and back to marginalisation. The world showed us how important it is that we need to stand together.**

The killing of George Floyd and the events that flowed from that were a stark reminder that black people in many parts of the world, and people that come from ethnic minorities do not have the same equality of opportunity or equality of experience as they engage with society. It was a reminder that we cannot be a true meritocracy until we address the structural barriers that prevent that meritocracy happening. This was the year that reminded us that, while a lot has been done, we have a lot more to do.

For progress to happen we have to be prepared to campaign for it. If we want to change our rules, our culture and the lived experiences of our people, that's a permanent commitment to continually champion the world we want to see.

Our challenge is to design an inclusion campaign that people want to join, and to mark and celebrate our moments of success on that journey. We have to acknowledge those who take us a step of the way each time, knowing that it will be our collective steps that advance us. This publication is about celebrating some of the people who did that this year.

Great campaigning is not run by one or two people but each of us, and my overriding takeaway this year is the phenomenal enthusiasm and commitment that our people have shown to this. At a time when many of us were apart, people didn't disconnect; they worked together and consistently stepped up – from the top table to the trainee – and that's been incredible to watch and be a part of.

Inclusion is undoubtedly one of the fastest growing areas of interest across the world, but it's not new for us. It's just a new word for one of the oldest principles of the law: that all of us are entitled to equal status and standing, and all of us should have access to justice. As one of the greatest law firms in the world, we are not neutral observers of the law – we are custodians of it.

A value that you don't demonstrate is a secret – if you believe in something, you have to campaign for it. We believe in inclusion and every one of us is the most effective ambassador for our values in our own spaces. *Welcome to campaigning.*

## OUR INCLUSION STRATEGY



**CHANGE THE RULES:**  
TO FOCUS ON POLICY AND RULE CHANGE IN AREAS OF BOTH PRACTICAL AND SYMBOLIC IMPORTANCE TO PEOPLE



**CHANGE THE CULTURE:**  
TO BUILD AWARENESS OF THE IMPORTANCE OF INCLUSION AND THE ISSUES THAT UNDERPIN IT AND THEN ENGAGE AND BUILD THE CAPACITY OF PEOPLE TO BECOME SUPPORTERS AND ADVOCATES OF INCLUSION



**CHANGE THE LIVED EXPERIENCE:**  
TO ENSURE OUR RULE AND POLICY CHANGES, COMBINED WITH OUR CULTURAL CHANGE, TRANSLATE INTO A MEANINGFUL IMPACT ON THE QUALITY OF LIFE FOR PEOPLE

OUR GOAL IS TO DELIVER AN EQUALITY OF OPPORTUNITY, AN EQUALITY OF ASPIRATION AND AN EQUALITY OF EXPERIENCE TO

IN OUR FIRM

EVERYONE WHO WORKS IN OUR FIRM. WE RECOGNISE THAT A TRUE DIVERSITY OF TALENT AND EXPERIENCE IS AN ESSENTIAL INGREDIENT IN OUR SUCCESS.



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HIGHLIGHTS THIS YEAR:

 **LAUNCHED CLIFFORD CHANCE ENABLE FOR DISABILITY ACTION**

 **GLOBAL CALL TO ACTION FOR RACIAL EQUALITY**

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

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Read more online:  
[www.cliffordchance.com/inclusion](http://www.cliffordchance.com/inclusion)

# A CALL TO ACTION



**THIS MUST BE AN ONGOING CAMPAIGN, WITH CONCRETE ACTION ITEMS, THAT EACH ONE OF US TAKES OWNERSHIP FOR, ESPECIALLY THOSE IN POSITIONS OF LEADERSHIP”**

Thais Garcia



**WE MUST BE HONEST ABOUT HOW OUR INDUSTRY IS FAILING CERTAIN COMMUNITIES AND BE PROACTIVE ABOUT ADDRESSING WHY THAT IS THE CASE”**

Roy Appiah



## INTERVIEW WITH THAIS GARCIA AND ROY APPIAH

**In response to the civil unrest this year following the killing of George Floyd and increased activity by the Black Lives Matter movement, the firm issued a call to action for racial equality to its global community. Partner and co-chair of our US Black & Latino subcommittee Thais Garcia and Senior Associate and co-chair of our UK REACH network Roy Appiah discuss.**

**What was significant about our call to action this year?**

**Thais:** It was our collective voice, acknowledging that while the firm has been a long-standing advocate for racial equality and racial justice, we need to do better. We committed to further consider what concrete actions we can take in response, using the avenues and expertise available to us to see how best we can actively challenge discrimination. Alongside the alarmingly disproportionate impacts of COVID-19 in the black community, our black and brown colleagues have experienced systemic racism for their entire lives. That has become more visible now to the point that nobody can deny it, ignore it, or leave it unaddressed.

**Roy:** It was also significant that the killing of George Floyd happened during lockdown, at a time when the whole world had stopped and could process. It became publicly acceptable to support the idea of Black Lives Matter without criticism, and it made society

confront what genuine support in terms of action should look like beyond just statements. As a firm, we used this opportunity to accelerate a lot of actions that we had been working towards for several years prior and in doing so we were able to be at the forefront of defining what actual support for our black and ethnically diverse colleagues should look like from the business community.

**How do you feel our internal sensibilities have changed in light of the external Black Lives Matter movement?**

**Thais:** We've seen a distinct shift in discussions on advancing racial equality, racial justice, addressing racial inequality, and the concept of anti-racism. One of the first things we did in the US in response to these events was to open up an honest dialogue with our people and ask them to identify what they think our priorities should be and to highlight which areas we should devote the majority of our resources in the upcoming months.

**Roy:** I think there has been more discussion that has allowed everyone to understand the context and perspectives of black and other ethnically diverse communities and the role we all have in advancing racial equality. This has prompted a shift in focus away from trying to 'fix' our ethnically diverse colleagues to asking questions about the structures within our firm that are responsible for our ethnically diverse colleagues progressing within the firm at the same levels they are recruited.

**How are we continuing to make progress in our firm?**

**Roy:** We have evidenced our commitment to progress through our global inclusion targets and signing up to the Race Fairness Commitment in the UK. These are not about positive discrimination, they're about looking ahead to how we get to a place where everyone, irrespective of their ethnicity, gender, sexual orientation, social background or personality can fulfil their career aspirations within the firm.

**Thais:** Campaigning for more inclusion and equality is also critical. In the US, we joined the Law Firm Anti-Racism Alliance, and we've been hosting a series of trainings and book clubs that engage our people and enable meaningful discussions around social and racial justice. We're also creating a Task Force focused on the recruitment, retention and advancement of Black and Afro-Latino attorneys in the Americas, and we're excited to be offering a new Diversity Scholarship open exclusively to those from traditionally underrepresented communities at big law firms.

**What changes do you hope to see in the future?**

**Roy:** I would love to see a time where there isn't a single narrow path for ethnically diverse colleagues to progress to the leadership within the firm. But that will take time, so in the here and now we must be honest about how our industry is failing certain communities and be proactive about addressing why that is the case, so we can give our people the best possible opportunities to achieve success.

# CREATING SPACE FOR GENDER IDENTITY CONVERSATIONS



“

**I'M VERY LUCKY TO SHARE MY TRANSITION WITH OTHERS AND PAVE THE WAY FOR OTHERS TO BE THEMSELVES IN THE WORKPLACE.”**

TATE SMITH, JUNIOR LEGAL SUPPORT SECRETARY AND PART-TIME LAW STUDENT SPEAKS ABOUT THE BENEFITS OF BEING OPENLY TRANSGENDER IN THE WORKPLACE AND THE NEED FOR GREATER DISCUSSION ON THE TOPIC.

“

**I HOPE TO BE A ROLE MODEL FOR FUTURE TRANSGENDER PEOPLE LOOKING TO PURSUE A CAREER IN LAW OR THE CITY, WHILST BEING THEIR AUTHENTIC SELVES”**

**I recently hosted a webinar for some of my colleagues in Clifford Chance's Asia-Pacific offices about my transgender identity to celebrate Transgender Day of Remembrance. The webinar made me think about my own experiences and reminded me how lucky I am to share my transition with others and pave the way for others to be themselves in the workplace.**

As an openly gay transgender man, who has been on testosterone for 20 months and recently had top-surgery, I've faced my fair share of difficulties and discrimination in the workplace. My previous employers reacted positively at first to my wanting to transition, and then became increasingly unsupportive the closer I came to starting my medical transition. They suggested I sit in a different room to the rest of my colleagues out of fear that I'd become aggressive towards them after taking testosterone and even delayed offering me a permanent position for being a transgender man.

It's therefore no surprise that I was nervous when I came to Clifford Chance and wanted people to accept me for who I was. Happily, my fears were misplaced. I was empowered by the fact that my managers were solely focused on the quality of my work – rather than my gender identity – and that I was asked for my input on the more personal aspects of the Firm's transgender policy in 2019, for example gender neutral bathrooms and dress codes.

I think the policy is a great start as it demonstrates that the Firm is taking the topic seriously and really beginning to support transgender people. However, there is a high rate of unemployment among transgender people more broadly and a strong correlation between mental health issues and gender dysphoria.

More needs to be done to raise awareness and demonstrate that transgender people exist and can succeed at the Firm and the broader legal industry – If LGBT+ representation in law firms needs improvement, then transgender representation is non-existent. So much so that earlier in the year, I presented a Lunch & Learn about my personal experience and the steps the Firm could take to improve the experience of transgender people, including normalising pronouns to over 50 colleagues, made up of the Senior Management Team, Partners and Business Professionals in the London Office. The event was significantly oversubscribed and led to colleagues from all backgrounds and levels of seniority congratulating me, offering me their support and asking for more information and ways that they could help.

By being openly transgender, hosting events and creating a space for dialogue at work, I hope to be a role model for future transgender people looking to pursue a career in law or the City, whilst being their authentic selves.

# BUILDING STRONG NETWORKS



**THIS IS AN ENVIRONMENT WHERE EVERYONE CAN FEEL FREE TO BE THEIR AUTHENTIC SELVES”**

**Nathan Eastwood**



**OUR PEOPLE UNDERSTAND THAT THEY WILL BE LISTENED TO AND CHAMPIONED”**

**Lena Ng**



## INTERVIEW WITH NATHAN EASTWOOD AND LENA NG

**Nathan Eastwood, Senior Associate and Network Leader of the Year at the Australian LGBTQ Inclusion Awards and Singapore partner Lena Ng discuss the importance of developing an active passion for inclusion in our offices.**

**You've both played a leading role in founding regional chapters of the firm's Arcus (LGBT+) and Accelerate>>> (gender parity). What was your motivation?**

**Nathan:** Before my career at Clifford Chance, I wasn't 'out' in the workplace. I would often be asked about my wife or girlfriend so I used to lie about my sexuality. After several years, I got tired of keeping up with fake stories and wanted to do something about ensuring I and others like me could be their authentic selves in the workplace. When I joined Clifford Chance, during the marriage equality campaign, there was a big push for LGBT+ rights in Australia, which inspired me to push for a dedicated Australian chapter of Arcus to bring people together in Australia and start the discussion about the importance of allyship and LGBT+ inclusion.

**Lena:** In Singapore, we were inspired by the great strides made by the Women's Network in our Hong Kong office and subsequently by the launch of Accelerate>>> in the UK, which was the first of our offices to move from a 'women's network' to a truly inclusive group that works to accelerate the pace of change towards gender parity by encouraging action by all, not just women.

**Why is this allyship important?**

**Nathan:** Many of us in the LGBT+ acronym assume that the bullies you knew in high school exist in the workplace too, so positive acts of inclusion are important to help your LGBT+ colleagues know that they are in a safe space. Simply by having a visible LGBT+ ally flag on your desk, you're sending a clear and powerful message that this is an environment where everyone can feel free to be their authentic selves.

**Lena:** Allyship across all levels of the firm helps people, especially younger generations, feel empowered to express what they want to see happen in their firm and spark inspiration in others. They are encouraged to contribute to wider conversations, whether relating to gender, ethnicity, LGBT+ or disability, and understand that they will be listened to and championed. For me, this is particularly important as our progress as a firm is really about our people.

**How do our networks impact the careers of our people?**

**Lena:** We really focus on the personal growth of our lawyers and business professionals, whether that's through responsibility for organising events, speaking opportunities or working with partners on actions plans relating to our inclusion targets. At the simplest level, it's also very important that our more junior people practice good networking skills as these are immensely useful in every stage of their career.

**Nathan:** Junior lawyers are also able to develop better advocacy and business development skills in a supportive environment. The work I have done in diversity and inclusion has significantly improved my public speaking skills. This has helped my legal career immeasurably. It can even lead to commercial opportunities – for example, through our Arcus Pride Art events we met representatives from Amazon, which began future partnerships on both an inclusion and commercial level. I think the ability to build a business case through our affinity group activities has a big impact on our ability to retain the best talent, which is important for the future of the firm

**Finally, congratulations Nathan on winning Network Leader of the Year at the 2020 Australian LGBTQ Inclusion Awards. How else do you think our networks help to set Clifford Chance apart?**

**Nathan:** By being visible, vocal and showing unwavering support for LGBT+ inclusion. I was recently interviewing future graduates and had a candidate out themselves in the interview process. I never would have had the confidence to do that when I was their age, but they understood from our public advocacy and LGBT+ inclusion events that Clifford Chance was a place where they could be themselves. In three years, we've gone from two Australian offices with two people identifying within the office as LGBT+ to over 8 and I couldn't be prouder.

**Lena:** Our clients often talk to us about this progress too. It's wonderful to see collaborations between all of our regional networks, drawing inspiration from each other, but we also inspire many others through our inclusive policies and targets, which were developed through close consultation with our affinity groups. We commit to demonstrable action, and many people are taking note of that.



# A TARGETED APPROACH



“  
**AS A LEADING LAW FIRM AND A GROUP OF SUCCESSFUL PROFESSIONALS, WE HAVE A MORAL OBLIGATION TO CHALLENGE THE STATUS QUO”**

FERDINANDO POSCIO, PARTNER AND HEAD OF ARCUS IN MILAN OUTLINES THE IMPACT OF THE FIRM'S GLOBAL AND REGIONAL INCLUSION TARGETS ON THE ITALIAN TEAM'S INCLUSION WORK.



**THE LAUNCH OF THE REGIONAL INCLUSION TARGETS HAS FUELED OUR COMMITMENT TO THE CAUSE AND ALLOWED US TO ENGAGE WITH MORE COLLEAGUES”**

**I was excited by the launch of the firm's global and regional gender, ethnicity and LGBT+ targets and our renewed commitment to inclusion, diversity and equality of opportunity across the firm, as it's an issue that is so close to my heart, both personally and professionally.**

Over the last 18 years at Clifford Chance, I have worked with colleagues on many responsible business initiatives, both within and beyond our Italian offices. Through the firm's LGBT+ network Arcus, we introduced training programmes for the senior management team, partners and associates and we have just carried out a survey in collaboration with Parks Diversity, an NGO that helps companies secure the benefits of diversity, by assessing attitudes towards and understanding of the LGBT+ community and then identifying areas of improvement.

Additionally, our pro bono team works with local NGOs, municipalities and schools on specific projects. For example, our lawyers and business professionals provided training for immigrants about the Italian constitution and writing CVs and preparing for job interviews.

The launch of the regional targets has fueled our commitment to inclusion and allowed us to engage with more colleagues. The targets serve as important reminders that creating diverse and inclusive environments is not a time-limited goal that we put to one side once achieved, but rather a continuous process that showcases the lived experiences of others.

We have revamped the office's diversity and inclusion strategy and created new working groups, made up of partners, counsels, associates and business professionals, that reviewed existing internal policies to prioritise the promotion of gender parity, LGBT+ rights, minority and ethnic equality.

We have made significant strides in these areas and have partnered with social enterprise Fondazione Libellula to help raise awareness of gender issues and gender-based violence through the delivery of interactive workshops on gender stereotypes, which was specifically devised after an internal survey on gender parity. We also implemented reverse mentoring programs with specific focus on gender parity and LGBT+ rights. Similarly, we have launched the Italian chapter of the firm's network for advancing Race Equality and Celebrating Heritage (REACH), which is finalising its initiatives and targets to support students and applicants from ethnic or disadvantaged backgrounds.

The launch of the targets and resulting enthusiasm reiterated my belief that diversity is the cornerstone of inclusive and productive workplaces and communities. As a gay man and father, I believe that it's important that future generations understand that everyone must have equal rights and opportunities regardless of gender, sexual orientation, ethnicity or any other specific feature.

As a leading law firm and a group of successful professionals, we have a moral obligation to challenge the status quo, be positive role models and change the rules, culture and lived experiences to create more inclusive workplaces.

**OUR COMBINED  
EXPERTISE AROUND  
RISK, EMPLOYMENT,  
CHANGE STRATEGY  
AND PRO BONO**

**WITH OUR CLIENTS**

**PROVIDES OUR  
CLIENTS WITH  
WORLD CLASS  
STRATEGIC ADVICE  
ON INCLUSION.**



HIGHLIGHTS THIS YEAR:



**PARTNERED WITH AMAZON  
TO LAUNCH THIS YEAR'S  
PRIDE ART GALLERY**



**WINNING CHANGE IN UNLIKELY  
PLACES - ONGOING CLIENT  
LEADERSHIP TRAINING SERIES**



**SERIES OF LUNCH & LEARNS  
WITH CLIENTS ON BUILDING  
STRONG AFFINITY GROUPS**

Read more online:

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

# DEEPENING CONNECTIONS



“  
I TRULY BELIEVE THESE CONVERSATIONS ARE DRAWING US CLOSER TO OUR CLIENTS”

AS PART OF A NEW JOINT VENTURE WITH CLIENTS OF CLIFFORD CHANCE, EXPATRIATE & EMPLOYMENT TAXES SENIOR MANAGER KALELA MWENYA IS A REVERSE MENTOR ON THE TOPIC OF ETHNICITY TO VICTORIA JONES, HEAD OF EMEA SALES & TRADING COMPLIANCE AT MORGAN STANLEY.

“

WE ARE BOTH VERY OPEN TO THIS EXPERIENCE, AND WE HAVE NOT TRIED TO DEFINE WHAT IT SHOULD OR SHOULDN'T BE”

As a reverse mentor on ethnicity to Clifford Chance's CFO Patrick Glydon, I had already seen how effective reverse mentoring can be at helping our senior leaders make more inclusive business decisions. It seemed natural to take this further and see how we could work together with our clients, to make a positive difference in the wider business world, too. Our initiative with Morgan Stanley is a good example of an equal partnership between two organisations, with reverse mentoring programmes happening in both directions.

For me, it is the opportunity for mutual learning that makes reverse mentoring so worthwhile. One of the most interesting aspects of my conversations with Victoria, and specifically being paired with a white female, is discussing our similarities and the common aspects of our experiences as women, as well as the differences that result from being from different ethnicities. I also believe that being paired with someone outside the firm helps to provide a healthy comparison in terms of what other organisations are doing, forcing me to be more objective in my thinking. Both of our organisations are responding to the external environment with a common focus – the wellbeing of our people – and these conversations with Victoria have helped us consider many new ideas together.

What I find particularly effective about this partnership are the similarities we enjoy in our approaches – namely being very action-oriented – so the time we spend together feels well invested. We both want to help make a difference at our organisations and more broadly. I have enjoyed discussing my personal and professional experiences with Victoria – describing my lived experiences and

sharing ideas, such as having a recurring Diversity & Inclusion agenda item in all leadership meetings. I have also outlined some of the bigger steps we have taken at Clifford Chance, such as our global and regional inclusion targets while learning about Morgan Stanley's global Institute for Inclusion, whose 13-person advisory board leads a diversity, equity and inclusion strategy to drive meaningful change within the bank and in support of underserved communities.

This year, of course, has been a challenging one. We have explored uncomfortable conversations around race, such as the killing of George Floyd and how companies are responding to the Black Lives Matter movement. We have also not been able to meet in person due to COVID-19, which can make it more difficult to offer the level of emotional intelligence we would find natural in person.

However, at the same time, we are both very open to this experience, and we have not tried to define what it should or shouldn't be. We have progressed from phone calls to video chats to help build rapport and fall into a more natural rhythm, where every conversation is as open and honest as it can be. We both offer important discussion points, which has triggered uncomfortable feelings, but that's okay, as this is how we broaden perspectives.

I truly believe these conversations are drawing us closer to our clients, with many positives resulting from the desire to work together to make progress. While I am privileged to take part, this initiative is about much more than me or Victoria, and I think this is what keeps us going. I am very optimistic about how this energy will continue to inspire others to do the same.

# TACKLING BULLYING AND HARASSMENT IN THE LEGAL INDUSTRY



**LAWYERS ARE SEEN AS THE PROTECTORS OF INDIVIDUAL'S RIGHTS AND HAVE A DUTY TO DO SO"**

**Marianne Pezant**



**CLIFFORD CHANCE'S COLLABORATIVE APPROACH ALLOWED US TO REACH A MUCH WIDER AUDIENCE THAN WE MIGHT HAVE DONE OTHERWISE"**

**Kieran Pender**



## INTERVIEW WITH MARIANNE PEZANT AND KIERAN PENDER

**Marianne Pezant, Clifford Chance Partner and member of the Paris Accelerate>>> and Arcus groups and Kieran Pender, Senior Legal Advisor at the International Bar Association (IBA), discuss the findings from the 'Us Too?' report and why it's important to reduce the prevalence of bullying and harassment in the legal sector.**

**Can you tell us about the research the IBA conducted over the last few years?**

**Kieran Pender:** The IBA conducted the largest ever global survey on bullying and harassment in the legal profession. We received nearly 7,000 responses from 135 countries from across the spectrum of legal workplaces: law firms, in-house, barristers' chambers, government and the judiciary.

From the findings of the research, we published the 'Us Too?' report in May 2019 and partnered with Clifford Chance, alongside other legal organisations, to roll out the findings.

**That's an extensive and important piece of research. What did the partnership with Clifford Chance consist of?**

**Marianne Pezant:** We hosted numerous internal, external and virtual events across the network, from London and Paris to Sydney, Hong Kong and Singapore, to discuss the conclusions of the report, the nature, the frequency and the impact of bullying and

sexual harassment in the legal sector. I was very fortunate to host the event with Kieran in Paris and saw first-hand that both the attendees and speakers felt empowered to share their honest opinions and put forward recommendations. I hope these events contribute to eradicating bad-behaviour and promoting well-being and diversity in the workplace and the legal sector.

**Marianne, you mentioned that you hosted the event in Paris. What convinced you to get involved?**

**Marianne Pezant:** I'm a member of Accelerate>>>, Clifford Chance's global gender parity group, in Paris, so was already committed to improving the office environment for my female colleagues, but I found the results of the report particularly shocking. It emphasised my long-held belief that lawyers are often seen as the protectors of individuals' rights and wellbeing and have a real duty to do so.

**Kieran, the IBA has done a fantastic job at promoting the findings from the research and the recommendations from the report. How important is it to have law firms, like Clifford Chance, and other stakeholders in the legal industry involved?**

**Kieran:** It is extremely important; legal workplaces and their staff are the ultimate audience for the report. Clifford Chance's support for the research internationally and the firm's collaborative approach during the engagement programme allowed us to reach a much wider audience than we might have done otherwise.

**It's great that we created forums for open discussion and were able to reach a wider audience. Were there any longer-term and tangible outcomes?**

**Marianne:** Yes, in response to the report, Clifford Chance launched a year-long campaign, which is backed and endorsed by the leadership team, which includes a new global training programme on anti-bullying

and harassment that will educate people on the issue, help them identify examples of bad behaviour and empower them to report them in the correct manner.

**What are your overall feelings about the campaign and the future?**

**Kieran:** I hope we can continue to work closely with Clifford Chance on this topic and host more events and webinars in the future as they are invaluable to our efforts to drive real change and improve people's lived experiences across the legal profession.

**Marianne:** The whole experience has been very rewarding and it's important that we keep the momentum going. We, as individuals, and Clifford Chance, with all its connections across the industry, have a responsibility to promote and tackle this issue both within the firm and externally with our clients and other stakeholders.

# PIZZA AND PRONOUNS



“**INCLUSION IS ABOUT ALL OF US AND WE MUST MAKE SPACES WHERE WE CAN LISTEN, LEARN FROM EACH OTHER AND ASK QUESTIONS.**”

EMMA ELIAS, RESPONSIBLE BUSINESS MANAGER IN HONG KONG, SHARES HER EXPERIENCE OF COLLABORATING INFORMALLY WITH ONE OF OUR BANKING CLIENTS TO DEVELOP A BETTER UNDERSTANDING OF LGBT+ TERMINOLOGY AND ISSUES, AS WELL AS FOSTER MORE INCLUSIVE WORKPLACES.

“

**IT'S IMPORTANT THAT WE LEAD FROM THE FRONT AND HELP COLLEAGUES AND CLIENTS FOSTER INCLUSIVE ENVIRONMENTS REGARDLESS OF GENDER, RACE AND SEXUALITY”**

**Over the last few years, I've observed improvements in the development of more inclusive workplaces across the Asia Pacific region. This has been achieved, in large part, through close collaboration with clients and other external stakeholders. One example of note is the ongoing inclusion initiatives that we have collaborated on with one of our banking clients, J.P. Morgan.**

We have worked with J.P. Morgan on several inclusion workshops focusing on gender and reverse mentoring. As an extension of this work, we started to discuss other ways we could collaborate in the Inclusion space and decided to focus on the LGBT+ community.

This event was timely, as J.P. Morgan had recently put together a toolkit for staff, covering a range of topics relevant to the LGBT+ and allies' community. We decided to co-host an event titled 'Pizza and Pronouns' to discuss topics such as LGBT+ terminology, how to be a good ally, and how to foster an inclusive workplace. Over pizza in the late afternoon, legal and business professionals from both firms would come together and participate in an interactive workshop.

I worked closely with Eddy Chan from the Legal department of J.P. Morgan as well as our Global Director of Inclusion Tiernan Brady and Partner Matt Fairclough, who founded the Asia Pacific Arcus network, to develop content for the workshop. At the event, Eddy, Tiernan and Matt discussed topics including the LGBT+ spectrum and gender identity. Attendees were then given a series of case studies to workshop in small groups, such as how to create and foster an office environment where colleagues would be comfortable to come out.

Inclusion is about all of us and we must make spaces where we can listen, learn from each other and ask questions. Pizza and Pronouns really made that space. Due to the event's success and positive feedback, we aim to replicate this workshop across the network. It's important that we lead from the front and help colleagues and clients foster inclusive environments regardless of gender, race and sexuality.

# ADVISING ON INCLUSION POLICY



“**CLIENTS ARE NOW EAGER TO ENGAGE WITH OUTSIDE COUNSEL TO ‘DIG UP THE WEEDS’**”

**Alistair Woodland**

“**EFFECTIVE CULTURE CHANGE IS REALLY ABOUT HELPING PEOPLE RECOGNISE WHAT UNACCEPTABLE BEHAVIOUR LOOKS LIKE”**”

**Anita Lam**



## INTERVIEW WITH ALISTAIR WOODLAND AND ANITA LAM

**UK Employment partner Alistair Woodland and Hong Kong Head of Employment Anita Lam discuss how we're advising a range of international clients on inclusion policies, procedures and training, in part as a result of public and employee interest fuelled by external movements such as #Metoo and #BlackLivesMatter.**

**How are we helping our clients respond to inclusion issues in the workplace?**

**Alistair:** Across the firm, we're using our strengths in employment law and strategic planning to advise on diversity and inclusion issues, as well as to help our clients conduct policy reviews and develop new governance frameworks to monitor the effectiveness of inclusion policies. These could be related to policies like enhanced parental leave, or tracking the outcomes of investigations or grievances into matters concerning – bullying or harassment.

We are also doing a lot of work with clients to help them understand requirements relating to gathering diversity data across different jurisdictions. Transferring and processing data once it has been collected gives rise to some quite complex issues.

**Anita:** From a disputes perspective, some employees under investigation may have to learn the “hard way” that certain unacceptable conduct overlooked in the past will no longer be tolerated. We also see growing interest in inclusion issues as a result of increased attention on companies’ Environmental, Social and Governance (ESG) agendas, promoting a sharper consciousness around responsible corporate governance, on which we are well positioned to provide assistance.

**How has client appetite for this advice changed?**

**Anita:** In response to external events or movements, issues relating to diversity and inclusion have understandably escalated. They now have the highest attention at board level. This is particularly so where complaints are brought against the top executives. In these circumstances, external lawyers are often mandated to conduct the investigation so that it is seen to be thorough, and that any recommended remediation action is fair and appropriate.

**Alistair:** Three or four years ago, diversity and inclusion was treated like any other sort of risk. Now organisations are much more aware of the reputational damage that can occur if these topics are not addressed effectively. You only need to look at the press, stakeholder and, in some cases, regulatory interest in this area to see how seriously these issues must be taken.

**What do you think are the most important things for our clients to consider when reviewing or developing their approach to inclusion policy?**

**Alistair:** A strong internal speak-up culture – one that is focused on wellbeing and engaging with staff at all levels – is really key to dealing proactively with risks or issues relating to diversity and inclusion. Training, strong anti-harassment policies, removing bias from recruitment and helping develop effective whistleblowing and grievance process are some of the ways we are helping clients to take positive action here.

**Anita:** Effective culture change is really about helping people recognise what unacceptable behaviour looks like and why, the outcomes of that behaviour and how best to enable people to come forward. For this reason, the training we offer to our clients is very much focused on contextual examples which discuss how discrimination or grievances arise in the workplace and where targeted intervention should occur.

**Why do you think it's important that Clifford Chance plays a role here?**

**Alistair:** Not long ago, discrimination issues were often viewed purely in terms of the risk that they posed to employers, and the potential financial exposure. The fact that clients are now eager to engage with outside counsel to ‘dig up the weeds’, however awkward or uncomfortable that may be, demonstrates the important role we can play in helping our clients achieve their objectives in this area.

**Anita:** Yes, as a global law firm it's important that we acknowledge our influence here and, in line with our own principles, help clients tackle any of these issues ethically and responsibly. From a broader inclusion perspective, this not only makes our work more interesting but much more rewarding.

OUR GOAL IS TO USE  
OUR EXPERTISE TO  
HELP REALISE OUR  
VALUES ON INCLUSION  
ACROSS SOCIETY.

## IN THE WORLD

WE BELIEVE THAT,  
FOR OUR VALUES  
TO BE REAL, WE MUST  
BE PREPARED TO  
USE OUR SKILLS TO  
CHAMPION AND  
DELIVER THEM.



HIGHLIGHTS THIS YEAR:



**CROSS-PRACTICE ADVISOR  
TO THE INVICTUS GAMES  
FOUNDATION**



**LAUNCHED OUR RACIAL  
JUSTICE AWARD**



**TACKLING GENDER-BASED  
VIOLENCE OVERSEAS**

Read more online:

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

# FIGHTING VOTER SUPPRESSION OF MINORITY GROUPS



COUNSEL PATRICK JACKSON DISCUSSES HOW THE FIRM IS PARTNERING TO PROTECT THE RIGHTS AND INTERESTS OF ETHNIC MINORITIES IN THE US.



WE MUST STAND BEHIND WHAT WE SAY AND CONTINUE TO CHAMPION MINORITY RIGHTS TO ENSURE ALL VOICES ARE HEARD”

**The 2020 US elections demonstrated how widespread and systematic the problem of racial exclusion can be. These elections, and the political maneuvers leading up to them, are increasingly being marred by accusations of widespread, targeted and disproportionate suppression of the votes of Black Americans and other ethnic minorities. The concerns expressed are that any such suppression of minority votes can and does compound the inabilities of these minority groups to attain legislation that helps reflect their interests across all areas of American society.**

It was with this concern in mind that we encouraged the Firm to support the Election Protection (EP) programme coordinated by the Lawyers' Committee for Civil Rights Under Law, a civil rights organisation that aims to secure equal justice for all through the rule of law. Since 2004, the programme has provided voters – regardless of their political affiliation, ethnicity, gender, religion or identity – with comprehensive information and assistance, directly from volunteer lawyers, at all stages of voting. This includes issues ranging from registration, to absentee and early voting, to casting votes at the polls, to obstacles they face in participating.

We pushed for this effort in part following the brutal killing of George Floyd and the increased visibility of the Black Lives Matter movement, which reemphasised the importance of making sure the rights of all Americans are included in and protected by the law. In the end, we were able to enlist more than 30 legal and non-legal colleagues, who together contributed over 800 pro bono hours. Historically, volunteers would sit in law-firm conference rooms across the country to answer

calls from concerned voters with questions about state-specific voting laws or complaints about any voter suppression they're suffering. This has included barriers such as intimidating police and armed protester presences at polling stations, disproportionate numbers of ethnic minorities being denied the right to vote, because their registrations or IDs are invalidated, and any number of other barriers.

This year, the pandemic added an extra layer of complexity. Not only did voter concerns and potential suppression tactics increase because of a significant increase in mail-in votes, EP's legal volunteers were unable to sit together to coordinate in person the more than 1,000 lawyers who answered over 230,000 calls from voters around the country. Not only were our lawyers under huge demand to assist voters through the remote caller software, our Americas IT team volunteered invaluable time and energy to apply the lessons learnt from working remotely. We were required to work collaboratively to help route inbound calls to the relevant legal volunteers, as well as making large quantities of information accessible to volunteers across the country to highlight specific laws, rules and issues.

As the US turns its attention to the next Presidential term, we should be proud that we've taken this step towards helping protect the interests and rights of minorities in the US. Our work with EP serves as a great example of our commitment to inclusion and the impact our Firm can make across the globe. We must stand behind what we say and continue to champion minority rights to ensure all voices are heard, whether within the firm or more widely in the communities where we operate.



# CHALLENGING ANTI-LGBT STUNT IN POLAND



“

**EVERYTHING ABOUT THIS SCENARIO FELT UNJUST AND I COULDN'T SIT STILL”**

**Sylwia Gregorczyk-Abram**



“

**WE SHOULD NEVER UNDERESTIMATE OUR POWER TO DRIVE LASTING CHANGE”**

**Marcin Cieminski**

## INTERVIEW WITH SYLWIA GREGORCZYK-ABRAM AND MARCIN CIEMINSKI

While support for gay rights has grown in Poland, same-sex marriages and civil unions are not legal and threats against the LGBT+ community continue to exist in many parts of the country. Last year Clifford Chance campaigned against pro-government newspaper *Gazeta Polska*'s plans to attach “LGBT-free zone” stickers to one of their issues. Clifford Chance Partner Marcin Cieminski and Advocate Sylwia Gregorczyk explain why it was important to do so.

**How did you become involved in this case?**

**Marcin Cieminski:** We received alarming calls from concerned Polish citizens and activists in response to *Gazeta Polska*'s plans and, together with Polish attorney Michal Wawrykiewicz, filed a motion that demanded the Warsaw District Court block the distribution of the stickers, or – if the stickers had already been distributed when the court made its decision – asked for the withdrawal of the sticker from the market.

**Sylwia Gregorczyk-Abram:** Everything about this scenario felt unjust and I couldn't sit still. I'd made a commitment, personally and professionally, to protect human rights and use my influence to further civil society in Poland and further afield.

**It's great that so many people felt compelled to call you and ask for your help. Did you manage to stop the stickers being distributed?**

**Sylwia Gregorczyk-Abram:** Unfortunately, the stickers had already been distributed, but the court ruled that *Gazeta Polska* had to immediately remove them from the market, on grounds that the stickers violated LGBT+ individuals' personal rights, dignity, sense of security and acceptance, and could fuel harassment and discrimination against the LGBT+ community.

**Marcin Cieminski:** Several retailers initially refused to sell the July 24 newspaper edition with the sticker and we hope the court order deters other businesses that might be considering the promotion of any anti-LGBT+ message.

**Was that the end of legal proceedings or did *Gazeta Polska* appeal?**

**Sylwia Gregorczyk-Abram:** *Gazeta Polska* challenged the injunction. Fortunately, the Court of Appeal concluded that the findings of the Regional Court were correct, stating “the acronym ‘LGBT’ refers to sexual identity and not, as *Gazeta Polska* argued, any ‘LGBT ideology’. It does not refer to any social movement, not to mention any specific organizations.

**Marcin Cieminski:** In the eyes of the Court, referring to ideology is only an attempt to divert attention from the discriminatory nature of the stickers. In fact, the content of the stickers creates spheres of exclusion in sticker-tagged places, which leads to discrimination of sexual minorities members in public life.

**What a really great outcome and it's clear that you're both passionate about the case. What would you say to other people inside and outside the firm who might be considering similar initiatives?**

**Marcin Cieminski:** I hope it will inspire others across the firm as it's a good example of championing the firm's commitment to inclusion. We have skills at our disposal that are capable much more than many of us realise. We should act when we see an opportunity and we should never underestimate our power to drive change.

# ACTING FOR CHANGE IN AFRICA



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**THIS IS AN EXCITING MOMENT IN TIME FOR WOMEN IN BUSINESSES ACROSS THE AFRICAN REGION”**

OUNS LEMSEFFER, COUNSEL, CASABLANCA, EXPLAINS HER INVOLVEMENT IN OUR GLOBAL PARTNERSHIP WITH THE WOMEN'S FORUM FOR THE ECONOMY & SOCIETY (THE 'WOMEN'S FORUM').

“

**THIS IS AN OPPORTUNITY FOR US TO DELIVER ON THE PROMISE FOR THE EQUALITY, INCLUSION AND EDUCATION OF WOMEN”**

**Gender inclusion is crucial to the advancement of our societies and economies. This is particularly so for Africa. However, such advancement is not simply about discussion or speeches; it is about committing to progress as 'actors for inclusion' and supporting each other's efforts to drive that progress through concrete action.**

Under the leadership of partner Katrin Schallenberg, I'm part of a Clifford Chance team providing legal support for the Women4Business Daring Circle, through which we have analysed issues pertaining to positive and affirmative action in the procurement chain. This is crucial work, both in terms of our values and our business, as well as that of our clients, who are increasingly placing importance on the presence of diversity in the teams of their suppliers.

Coupled with my involvement in initiatives such as Women Working for Change (launched by the Africa CEO Forum), this work also gives me the opportunity to explore issues with those both at the highest levels of decision making and in grassroots organisations creating change locally across Africa. For example, last year our Casablanca office held a roundtable lunch in partnership with the Women's Forum on the topic of "Technologies and climate change adaptation: closing the gender gap" with key business and industry leaders from across Morocco.

We are now working with the Women's Forum to develop a core working group primarily comprised of female business and industry leaders to support the development of the Women's Forum in Africa, through which we're building action plans for enriching career paths in STEM subjects and positioning women better for businesses of the future.

As a homegrown Clifford Chance lawyer with two children, I am acutely aware of the pressure on women and the balancing act they must strike as they navigate the business world. I am deeply grateful for the mentorship of managing partner Mustapha Mourahib, who has supported me in both my development as a lawyer by entrusting me with responsibility from an early stage and ensuring that I was always learning and developing, and who has been committed to assisting me throughout my career as a woman navigating the professional business sphere alongside motherhood. His steadfast support is a testament to the role of a career mentor and friend and emphasises that we all need support to ensure that we can achieve our potential.

This is an exciting moment in time for women in businesses across the African region. A lot is changing, and we must commit to keep finding ways to make it better. As we all pause to think about how we structure our societies and support each other as a result of the ongoing health pandemic, issues of emerging technologies and climate change, this is an opportunity for us to deliver on the promise for the equality, inclusion and education of women.

# CAMPAIGNING FOR THE RIGHT TO ASYLUM



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**THE RIGHT TO ASYLUM HAS BECOME INCREASINGLY POLITICISED AND WE RISK LOSING SIGHT OF THE LEGALITY OF THE ISSUE”**

DAVID BOYD, HEAD OF PRO BONO FOR UK AND IRELAND, DISCUSSES THE IMPACT OF LEGAL AID CUTS ON THE ASYLUM PROCESS AND HOW LAW FIRMS CAN HELP TO ENSURE THOSE FACING PERSECUTION ARE WELCOMED IN THE UK.

“

**WHAT OUR LAWYERS LACK IN SPECIALIST ASYLUM LAW KNOWLEDGE OR EXPERTISE, THEY HAVE IN DRIVE AND THE INHERENT DESIRE TO USE THE LAW TO HELP PEOPLE”**

**There are many misconceptions when it comes to the right to asylum: that it is possible to apply for asylum from outside of the UK, that asylum is a privilege, and that asylum is a political issue and not a legal one.**

Over the past five years, the right to asylum has become increasingly and worryingly politicised, to the extent that we risk losing sight of the legality of the issue and our international obligations to welcome those individuals most at risk. The increased political scrutiny coupled with dramatic cuts to legal aid has resulted in many non-governmental organisations and lawyers who specialise in asylum work being unable to do their jobs and help the most vulnerable members of society, who have come to the UK to escape war, violence or persecution.

We recognised that the gap left by the cuts needed to be filled, so in 2015 we established a pro bono relationship with Refugee Action, a charity that supports refugees and asylum seekers. Our lawyers, who have been upskilled in areas of asylum law, have provided both legal and operational assistance to support Refugee Action to continue helping its clients. Through our partnership and the placement of a secondee, Refugee Action now has greater capacity to provide end-to-end support to smaller organisations outside of London and share best practice across its network of clients.

We are researching Country of Origin Information (COI) which is used by those making grants of asylum as part of their assessment of asylum claims. This is integral as it supports applicants' claims of severe discrimination and persecution in their countries of origin and contributes to the successful appeal of asylum claims that are initially refused. Unfortunately, this information is not always accessible to smaller organisations, so we are working with our technology colleagues in New York to develop a 21st century approach that can be easily accessed by NGOs and asylum organisations internationally.

Building on the success of the COI work that we have undertaken, we are working with some of Refugee Action's clients to prepare topic guides to identify areas that are considered hotspots for persecution on the basis of either gender, sexuality or religion that can be accessed by Refugee Action and its partner NGOs to support asylum applications.

While pro bono and inclusion work by corporate law firms, like Clifford Chance, is not an adequate replacement for a well-funded legal aid system, our lawyers are well-placed to step up to fill the gaps caused by the cuts. What they might lack in terms of specialist asylum law knowledge or expertise, they have in intelligence, drive and the inherent desire to use the law to help people.

# OUR STRATEGY IN ACTION

Highlights of our targeted initiatives and progress points this year include, but are not limited to:



## Change the rules

- Introduced global and regional inclusion targets with tailored inclusion strategies with deadlines across practice areas and business professional disciplines for gender, ethnicity and LGBT+ people
- An independent, inclusion-focused review of our firm's partnership process
- A commitment to reporting to the firm on our recruitment, retention and promotion diversity statistics
- A member of our Executive Leadership Group and Wider Leadership Group to be appointed with responsibility for promoting inclusion and holding Practice Area Leads accountable
- A review of all management committees across the firm is to be carried out to identify any lack of diversity



## Change the Culture

- New active inclusion training to be rolled out across the firm
- New compulsory anti-bullying and harassment training launched
- All off-site meetings to include inclusion session on the agenda – every time
- Our reverse mentoring scheme continues to expand globally
- In line with our campaigning approach to inclusion we have developed a series of high profile global inclusion campaigns including:
  - Each for Equal 2020 (gender equality)
  - Pride Art 2020 (LGBT+)
  - CC Global Kitchen 2020 (Cultural diversity)
  - Enable Campaign 2020 (Disability)



## Change the Lived Experience

- Founding signatories and board member of the Law Firm Antiracism Alliance in the US and founding signatories of the Race Fairness Commitment in the UK
- Launched new "Enable" UK disability inclusion strategy.
- Launched our global Racial Justice award to help achieve significant social, inclusion and racial justice impact.
- New code of conduct developed for the firm
- Extensive pro bono work across the globe with an inclusion focus on gender, ethnicity, LGBT+, socio-economic outcomes

For more news and updates on our targeted activity, visit our website: [www.cliffordchance.com/inclusion](http://www.cliffordchance.com/inclusion)

# AWARDS & RECOGNITION



We are delighted with our ongoing public recognition of our inclusion efforts. Highlights in 2020 include:

- Ranked as one of Europe's most inclusive companies by the Financial Times in its second annual Diversity Leaders survey, which has assessed 15,000 employers on diversity of gender, age, ethnicity, disability and sexual orientation in their workforces.
- #10 overall ranking in The Best Law Firms for Diversity in the US Vault Rankings this year, as well as #10 for Racial & Ethnic Diversity; #7 Diversity for LGBTQ+ Individuals; #8 Diversity for Individuals with Disabilities; and #14 Diversity for Women.
- Won the UK Law Society 'Excellence in Diversity & Inclusion' Award 2020.
- Currently ranked the 6th highest law firm in Stonewall's Top 100 Employers for LGBT+ inclusion in the workplace and 19th overall.
- UK Graduate Recruitment team celebrated three wins at the 2020 TARGETjobs awards in recognition of its ground-breaking programmes including ACCESS, ACCEPT, IGNITE, LIFT, SPARK and global virtual internships.
- Global Practice Area Leader for L&DR Matthew Newick won the Champion (Ally) category at this year's Investing in Ethnicity Awards.
- Fraser Morel, Knowledge & Information Manager, Amsterdam, jointly won the most Active Volunteer Award at the Workplace Pride Leadership Awards gala.
- Two spots on the global HERoes Women Role Model Lists 2020: Senior Associate Alice Jefferis and partner David Harkness.
- Nathan Eastwood, Senior Associate, Sydney, awarded 'Australian Network Leader of the Year' at the 2020 Australian LGBTQ Inclusion Awards.
- Awarded 'Silver' in the 2020 Regional Defence Employer Recognition Scheme Awards, recognising that we actively ensure that our workforce is aware of their positive policies.
- Anne Collins, Senior Associate, finalist in Spark 21's 'Top 5 Under 35' Inspirational Women in Law Awards.
- David Charles, Client & Market Development Manager, Frankfurt, recognised in Germany's top 50 LGBT+ voices.
- Won the Outstanding Diversity and Inclusion Practices in Procurement Teams award at the CIPS Excellence in Procurement Awards 2020.
- Our Australia offices have been awarded Gold Status at the Australian Workplace Equality Index Awards (AWEI) for LGBT+ workplace inclusion and diversity.

For more news and updates on our public recognition, visit our website: [www.cliffordchance.com/inclusion](http://www.cliffordchance.com/inclusion)

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

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