



In a downturn, how do you keep raising the bar?

Corporate responsibility report 2009

Find out more at
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C L I F F O R D
C H A N C E



Firm at a glance

Where are we now?

Clifford Chance is one of the world's leading law firms, with legal resources across the key markets of the Americas, Asia, Europe and the Middle East.

This is our second corporate responsibility (CR) report, covering the period 1 May 2008 to 30 April 2009, during which we operated in 30 offices across 21 countries, with 3,600 legal advisers and 3,200 business services staff.

We have also published additional corporate responsibility information on our website at www.cliffordchance.com/cr

Our annual review 2009 is available to download at www.cliffordchance.com/ar

How did we perform in 2008/09?

Revenues

£1,262 million (-5% versus 2008: £1,329 million)

New offices opened in

Abu Dhabi and Kyiv and a 'best friends' relationship formed with AZB & Partners in India, a licence to practice local law granted in Singapore and a full merger with Badea & Asociatii completed in Bucharest

Pro bono and community hours

91,034 (+15% versus 2008: 79,062)

Signed

The UN Global Compact



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

Tell us what you think

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

In a downturn, how do you keep raising the bar?

Last year, we published our first corporate responsibility report. We said we aimed to **exceed the expectations of our clients, our people and the communities** around us. And we set out our strategy for achieving that.

Since then, the downturn has moved some of our goalposts. We've had to tighten budgets, and ask some people to leave the firm. But the framework we put in place has helped all our offices to address CR more effectively.

In the past year we've made encouraging progress towards most of our targets while experiencing a few real disappointments. In this, our second report, we look back on the year's achievements and setbacks.

But most importantly, we look ahead and reconfirm our determination to be the legal profession's benchmark for CR. That ambition is undiminished.

What drives our CR?

[More on page 02](#)

The commitment of every member of the firm, our Principles, the responsibilities that we share, and an ambition to develop the strongest CR programme of any law firm.

How do we manage our CR?

[More on page 04](#)

By articulating our responsibilities towards our people, our community and the environment clearly and by ensuring that the strategy, structure and goals we set for CR are sustainable and strongly aligned with the firm's objectives.

How do we engage with our stakeholders?

[More on page 06](#)

By using face-to-face, online and print communications to ensure that our objectives are both understood by stakeholders and informed by their opinions.

Awards



Introduction

Our ambition and our leadership within the legal profession motivate our commitment to corporate responsibility.

It's an important expression of the Principles on which our strategy is founded and will help us achieve our overall goals as a firm. Our people support our CR activity, particularly pro bono work and volunteering, because they feel it's the right thing to do. So do clients: many nowadays seek evidence of our CR credentials, and a growing number are partnering with us on CR initiatives.



Stuart Popham Senior Partner



David Childs Managing Partner

Our inaugural CR report 2008 was a platform for improved alignment and cohesion. It articulated objectives with one-year and three-year goals in relation to our people, our communities and the environment. Our second report is an opportunity to consider our progress and look ahead.

People. The people component of our CR strategy, with its two core elements of development and diversity, was dominated by an unprecedented downturn. In the toughest markets that many of us here have seen, we made people redundant in 2008 and 2009 across a number of offices as part of a process to reshape the firm for the future. These were difficult decisions and we discuss them in more detail on page 8. Redundancy has an enormous impact on those involved. But we believe these were necessary steps and the firm will emerge stronger for having taken them.

Diversity. Another disappointment was the slow progress made in bringing more women into the partnership. On page 9 we explain what we are doing to address this issue. We may have a long way to go, but we're not standing still. Clifford Chance was recognised as one of the top 50 places 'Where Women Want to Work' in the UK by *The Times/Aurora* in October 2008 – for the second year running. We launched a new e-learning platform for diversity, and in New York the firm scored 100% in the 2009 Corporate Equality Index run by the Human Rights Campaign Foundation, which rates policies and practices pertinent to lesbian, gay, bisexual and transgender employees.

Development. We continue to introduce measures that improve the quality of the training that people receive, so they remain at the leading edge of the fields in which they work and can give our clients the best service and advice. For instance the Clifford Chance Academy, which co-ordinates our international training programmes, ran 15% more courses in 2008/09 than the previous year.

Community. The three strands to our community work, as outlined in our inaugural report, are access to justice, access to finance and access to education.

See pages 10 to 13



Key achievements

Pro bono and community hours increased 15% to more than 91,000 in 2008/09.

40 different initiatives supported by the Clifford Chance Foundation.

Clifford Chance London achieved the internationally recognised ISO14001 standard for environmental management, as part of an international Reduce, Reuse, Recycle campaign.

Signed the UN Global Compact.

The not-for-profit sector is not immune to the financial crisis, especially in countries where state funding for charities and non-governmental organisations (NGOs) may be falling away or remaining flat. In 2008/09 the amount of time we donated to the communities in which we work increased by 15% to more than 91,000 hours while our revenue dipped by 5%. This underlines the commitment we make every day to our community partners, and wherever possible we will continue to support organisations whose goals are strongly aligned with our own CR objectives.

The range of our activities is broad, providing opportunities to work collectively – a multi-national team of Clifford Chance lawyers is advising the UN on its report into international businesses' corporate governance – and individually: 220 lawyers donated their time to social welfare legal advice at FreeLaw drop-in clinics in London during 2008/09.

see page 10

The Clifford Chance Foundation announced in our CR report 2008 is having an impact. The firm has donated money to support a range of flagship programmes, including Avocats Sans Frontières, Save the Children and Room to Read – in total more than 40 initiatives in 20 different countries were approved for funding.

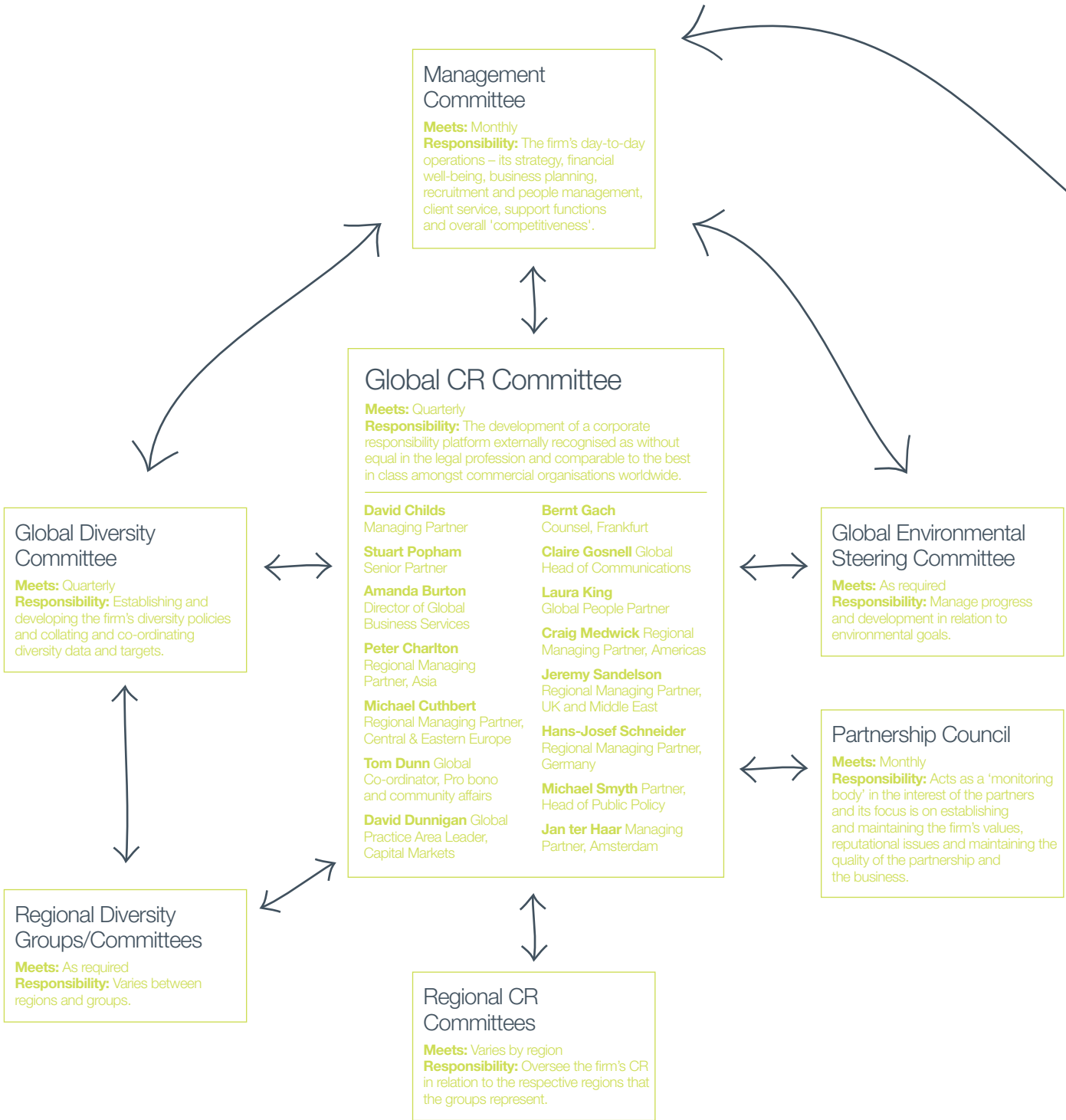
see pages 14 and 15

Environment. Our strategic and successful focus on our environmental impact through an increasingly international programme has achieved positive results. Our international Reduce, Reuse, Recycle campaign has generated momentum in every office in the firm, through initiatives that often have direct community benefits.

Although our business environment remains challenging, the progress we made in last year's difficult markets is a measure of our commitment to corporate responsibility. As a partnership, we see CR as a shared opportunity for partners and employees to take the right steps together and wherever possible as an opportunity to work with our clients. We would welcome your feedback on any of the information in this report.

David Childs
Managing Partner

Stuart Popham
Senior Partner



How do we ensure the effectiveness of our CR policies?

Performance. The firm has performed well against its targets (see pages 14 to 17). Many offices are moving away from standalone bilateral activities and developing a broader range of strongly supported initiatives closely aligned with our overall CR strategy and its people, community and environmental goals.

Driving our CR. The people of Clifford Chance are at the heart of our programme. Its future success relies on their talents and commitment, and on the ability of the firm's management to provide a relevant framework of inspirational opportunities. We will also be providing incentives for involvement through changes to our appraisal system.

Governance. There is a defined governance framework (see opposite) for managing the firm's diversity, community and environmental initiatives. Specific committees dedicated to these areas guide management decisions, establish targets and co-ordinate the individual and collective efforts that are driving the firm's CR programme forward. These groups have responsibility for achieving our CR objectives.

We have signed the **UN Global Compact**, the world's largest corporate citizenship and sustainability initiative, which is supported by many of our clients. It provides us with 10 simple working principles which all of our offices can work towards, helping us to turn our CR aims into more measurable successes in the future.

Globalisation. As legal adviser to business, financial institutions and government, as the only law firm strategic partner to the World Economic Forum (WEF), and through our role with the UN on its assessment of the human rights records in international corporations, we discuss and influence key CR issues at state and supranational level. During 2008/09, members of the firm were involved in WEF initiatives focused on the environment, the Partnership Against Corruption, and the Rule of Law and Corporate Citizenship. The insights we gather inform our own policies and strategy.

Strategy. We aim to develop the leading CR programme in the legal profession. We have established clear and defined goals to achieve that ambition, and will measure our progress against the targets detailed in the back of this report. Our CR strategy supports our Principles (ambition for success; thinking ahead; exceeding clients' expectations; local excellence, global standards; investing in talent; an adaptable and approachable team; strength through diversity; and community).

Goals. We have set a range of new targets across the people, community and environment pillars that demonstrate our commitment to raising the bar for CR at Clifford Chance.

These targets also reflect our desire to increase the extent to which we engage with our stakeholders in the future.

Our response. We have expanded opportunities for community involvement so that everyone can take part. In addition, everyone can now record time attributed to community affairs.



Community affairs work hasn't been available for non-legal staff, and it isn't counted on timesheets.

The firm **should be leading on the environment.** We should have an environmental policy, carry out an audit and have more opportunities to be involved.

I find it **hard to find out about opportunities** to get involved.

Our response. This year we continued to expand and improve our internal communication channels. We think it worked: our pro bono hours were up 15% and for the first time Business Services professionals were able to record community investment time.



Outside London and the US, **pro bono work** is not specifically addressed during the formal appraisal period. There is therefore **no structure** within which the firm recognises initiative or our own time that we devote to our involvement.

Our response. Last year we implemented a global environmental policy, established environmental targets for 2011 and put in place an environmental management system for all of our offices. All offices participated in World Environment Day and Earth Hour in 2009 (see pages 14 and 15 for more information).



Our response. The firm is introducing new appraisal systems that formally recognise pro bono and community volunteering.



How are we responding to our stakeholders?

Ongoing improvement

Improving internal communication and feedback around CR will be a key priority over the next year. These are some of our existing communications:

CR Intranet

Provides an overview of the firm's CR goals, including targets and reporting plus who to contact locally for information on how to get involved.

Environment Intranet (linked to the CR Intranet)

Offers environment-friendly hints and tips for the workplace and the home, and details of the firm's environmental targets and how we work with clients on environmentally-focused issues.

CC World (award-winning, firm-wide quarterly)

Every issue of *CC World* features a detailed insight into our CR efforts, through interviews and reports.

CC Today (firm-wide online news with a region-specific news option alongside)

The *CC Today* intranet homepage regularly features CR-related news from around the firm, typically CR achievements and opportunities for involvement but also promotion of global initiatives such as World Environment Day.

Partner communications

The Managing Partner's monthly update to partners features CR-related updates at appropriate intervals.

Lunch and Learn

These informal sessions are hosted by area experts and are designed to give a detailed overview of various aspects of our CR effort, including the Clifford Chance Foundation, the environment, and pro bono and general volunteering. Attendees are encouraged to contribute ideas and to become actively involved in the initiatives discussed.

Responding to stakeholders. We believe that it is important for our stakeholders to shape our approach to corporate responsibility. On the opposite page is a cross-section of the feedback we have received from members of the firm and our response.

Members of the firm believe that providing their talents and resources to help those who are often least able to help themselves is the right thing to do. Our people want to make a difference, and describe the firm's commitment to corporate responsibility as one of the key reasons for working here.

Our clients ask us for evidence of our CR credentials. Our cohesive framework of CR activities enables us to respond strongly to these requests – in November 2008 we were appointed to the legal panel of one of the world's leading banks having achieved the highest score on its CR rating. It also brings the opportunity to partner with them on initiatives that further their – and our – CR goals.

Elements in our CR programme link explicitly with areas in which we provide commercial advice, including finance, employment, the environment and risk management. We leverage these skills in the community where we can – for instance, by using our understanding of banking to provide pro bono advice to initiatives that alleviate poverty and spur growth (see page 12).

Communicating and responding. We communicate the programmes we support in different ways (see left), so people have every opportunity to play their role in the firm's objectives, and to hear more about what their colleagues are doing. We have created new ways for people to provide feedback on the programmes in place, including Lunch and Learn sessions. And we will continue to ensure that the corporate responsibilities of our firm, and our people's roles in the risks and opportunities these represent, are understood across all our offices.

How do we go forward from here? We will continue to communicate the importance of CR through every means available. Our 2009/10 plans include quarterly updates on The Clifford Chance Foundation; an ideas forum; global CR Awards initiatives across the three categories of Diversity, the Environment and Volunteering, and a firm-wide Open Forum on CR. In order to realise CR goals across all our offices, we will have to make the best use of our network in seeking, and responding to, the different perspectives and ideas of our multi-national, multi-cultural partnership and our other stakeholders.

People: Development and Diversity

2008/09 was a challenging year for many of our offices and in some cases this involved the very difficult decision to make redundancies.

This was a profoundly difficult step for the firm, impacting those departing and their families, as well as those colleagues and friends remaining with the firm.

However, maintaining the right level of resources against work levels is vital for the firm and for the continual development of lawyers and business services professionals: on-the-job training and knowledge enhancement are key components for the progression of all of our people. Despite this challenging year, we continue to invest, as we always have, in the highest levels of training and education to equip our people with the skills they need to progress and to exceed our clients' expectations.

The Clifford Chance Academy at a glance¹

Number of courses offered

Region	2008/09	2007/08	2006/07
Americas	47	34	14
Asia	39	35	25
Europe and Middle East	488	381	317

Number of business skills courses for lawyers

2008/09: up 13% to 396 courses

2007/08: up 20% to 346 courses

Number of business services courses

2008/09: up 117% to 156 courses

2007/08: up 53% to 72 courses

¹ These statistics do not include practice area-based legal training or e-learning.

Number of participants

Region	2008/09	2007/08	2006/07
Americas	671	727	208
Asia	416	285	224
Europe and Middle East	5,368	4,295	3,434

Participant satisfaction

	2008/09	2007/08	2006/07
Average satisfaction score (out of 5)	4.6	4.6	4.5

Development

During the year the firm introduced a new global appraisal model for our business services professionals – this continues the work from the previous financial year when we introduced a new career framework for business services, mapped everyone in the firm and aligned training, development information and career progression with the new framework. The new global appraisal model provides greater consistency and transparency for our business services staff, and allows the firm to identify issues such as the effectiveness of training courses on performance. In the coming year, the firm also intends to bring global consistency to the lawyer appraisal framework and to better align training, the lawyers' development programme and the benchmarks for progression to partnership.

The technical expertise we have established in developing the profession's leading talent is readily combined with our legal knowledge in the form of training for our clients. Over the past year we have launched a series of international training initiatives across various offices on topics related to the economic crisis (for example, see Client training, below left).

Law and practice in Amsterdam

The path to qualifying as a lawyer varies between one jurisdiction and the next. The challenge is to ensure international standards of excellence while also meeting local qualification requirements.

With these competing demands in mind, over the last year the Amsterdam office has taken a new approach to training junior lawyers during their first three years after university: 'Recht en Praktijk' (Law and Practice), which was singled out as the Best Training Programme in Europe at the Best Managing Partners' Forum Awards 2008.

The programme combines education and vocation and is fully integrated with the Clifford Chance Academy. Networking – with fellow trainees, with lawyers from other firms at Dutch Bar Association-approved courses and with colleagues from international offices – is another key component of the programme. Year Two sees trainees step up to 'de Hoogtestage' ('High Altitude Training'). It's an intensive three-week residential course where Clifford Chance partners lead immersion-style teaching sessions alongside well-known academic specialists.

Client training Clifford Chance lawyers from five jurisdictions presented to a meeting of the EADS/Airbus legal team of around 100 lawyers, in Toulouse, France in October 2008. The economic crisis meant that the solvency of suppliers was a key concern – and the team presented on how in-house lawyers could prepare for the fallout and reinforce continuity in their supply chain.



Highlights of the year

No 1 choice

Clifford Chance London leads the legal field in *The Times*' Top 100 most sought-after graduate employers 2008. The firm is the highest ranked law firm.

Top 50

For the second consecutive year, Clifford Chance has made the Where Women Want to Work Top 50, receiving the accolade from *The Times/Aurora* in October 2008.

Gender statistics¹

	Americas		CEE		Asia		London and Middle East		Western Europe		All regions	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
Partner												
Female/Male	8/73	10/77	3/33	2/28	13/39	14/35	42/197	37/191	31/195	29/186	96/537	92/517
% Female	9.9%	11.5%	8.3%	6.7%	25.0%	28.7%	17.4%	16.3%	13.5%	13.5%	15.2%	15.1%
Lawyer²												
Female/Male	140/120	170/170	141/179	121/165	158/131	141/138	497/477	602/560	514/587	500/615	1,449/1,494	1,534/1,648
% Female	53.8%	50.0%	44.1%	42.3%	54.7%	50.6%	51.0%	51.8%	46.7%	44.8%	49.3%	48.2%
Business services												
Female/Male	177/91	243/109	200/46	171/35	296/225	268/141	777/437	886/445	728/213	793/224	2,177/1,012	2,361/954
% Female	65.9%	69.0%	81.3%	83.0%	56.8%	65.4%	64.0%	66.6%	77.4%	78.0%	68.3%	71.2%

Diversity

Despite difficult market conditions, the firm continues its determination to be the leader of an elite group of international law firms. Clifford Chance's international ambitions were furthered in 2008/09: the firm secured a licence to practise local law in Singapore, established a relationship with AZB & Partners in India, opened offices in Kyiv and Abu Dhabi, completed a full merger with Badea & Asociatii in Bucharest, and continued to grow our Knowledge Centre and our Global Shared Service Centre in India.

The increasingly international nature of teamwork with colleagues and with clients means that every member of the firm needs not just to appreciate diverse cultures and backgrounds, but adapt behaviours and advice accordingly. This is one reason why the London office pioneered an online diversity training programme in 2008/09.

How are we bringing more women into the partnership? The gender balance among our partners is still not where we want it to be. In many of our offices, women now outnumber men in our graduate intake, and at associate lawyer level. But at partner level, the proportion of women remains lower. There are regional variations – in Asia, for example, the figure is 25% – but across the firm the average is 15%.

This is not for want of initiatives to support change and to support our women lawyers: the firm has internal women's networks and programmes, participates in cross-firm

networks and initiatives, diversity charters at global and national levels, mentoring programmes, maternity coaching and flexible working policies. However, the firm needs to continue to strive for a better balance in the partnership by examining statistics around hiring, retention and progression and to regularly highlight the information for all decision-makers in the firm.

Additionally, initiatives such as the integration of the bi-level lawyers' development programmes into a single programme with increased post-course followup and the harmonisation of lawyer appraisal forms globally support these aims, as they will give the firm better transparency and accountability on gender progression issues.

Gender representation in the partnership is a key focus of management. The Management Committee has agreed that the aim of the partnership should be to get to a position where at least 30% of our partners are female. A principal step in meeting this goal will be the Management Committee's review of proposed partner candidate promotion as compared to the corresponding associate gender representation of the underlying group and office. This will be a regular agenda item for the Management Committee.

see full data table above

Ethnic minority statistics³

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

Partner	New York and Washington, DC ⁴		London ⁵	
	2009	2008	2009	2008
Ethnic minority	4	4	10	9
Non-ethnic minority	71	80	165	166
Not identified	7	6	45	45
Total	82	90	220	219
Percentage ⁶	5.3%	4.8%	5.7%	5.1%

Lawyer ²				
	2009	2008	2009	2008
Ethnic minority	75	77	164	199
Non-ethnic minority	170	205	581	684
Not identified	21	28	152	212
Total	266	310	897	1,095
Percentage ⁶	30.6%	27.3%	23%	22.5%

Business services				
	2009	2008	2009	2008
Ethnic minority	107	134	132	158
Non-ethnic minority	119	142	766	841
Not identified	29	33	265	295
Total	255	309	1,163	1,294
Percentage ⁶	47.3%	48.6%	14.7%	15.8%

- 1 FTEs at 30 April 2009 versus 30 April 2008.
- 2 'Lawyer': all associates, counsel, non-legal fee earners, eg forensic accountants and trainees. Excludes work experience students and partners.
- 3 Based on self-reporting. FTEs at 30 April 2009 versus 30 April 2008 for London, and 30 April 2009 versus 20 July 2008 for the US.
- 4 Ethnic minority means: American Indian/Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian/Pacific Islander, Two or more races, Other (definitions influenced by US-specific legislative diversity definitions).
- 5 Ethnic minority means: Black or Black British, Asian or British Asian, Chinese, Other ethnic group, Mixed (definitions influenced by UK-specific legislative diversity definitions).
- 6 Percentage of identified represented by ethnic minority.

1,460

people completed the firm's Diversity Awareness eLearning training in 2008/09. The course uses video case studies to demonstrate examples of unacceptable behaviour and its impact on both individuals and the firm.

100%

Clifford Chance was named one of the Best Places to Work for LGBT Equality in the US. The firm earned the top rating of 100% in the 2009 Corporate Equality Index, an annual survey of US workplace policies and practices for lesbian, gay, bisexual and transgender employees administered by the Human Rights Campaign Foundation.

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Within the firm we speak 74 different languages.

Community: Access to justice, finance and education

Why is community affairs important for Clifford Chance? We want every Clifford Chance office to engage with its local community, using its talents and resources to help others. This is crucial to our recruitment, retention and reputation. In line with our Principles and the skills we have to offer, we continue to focus on three themes across the firm: access to justice, finance and education.



Making Room to Read in Vietnam

Through its support for Room to Read, Clifford Chance Foundation funds are being used to establish 10 mobile libraries for schools in Vietnam, each with at least 1,000 books; and to publish an original children's book in Vietnamese. These two steps are under Room to Read's Reading Room Programme, which addresses the need for libraries in developing countries, and its Local Language Publishing Programme, which provides children with materials that will inspire them to develop a lifelong love for reading and learning.



Making friends forever in Spain

The Soñar Despierto Foundation is a non-profit organisation that promotes social initiatives throughout Spain directed at children and young adults, who come from marginalised environments and broken homes. It has shelters and residential centres and carries out its mission through volunteers and the educational programme, Amigos para Siempre (Friends Forever). The Foundation is sponsoring a year's support for 100 children in the programme at four different centres: one for infants in el Carmel, and another three for children of all ages in Gracia, Montbau and Masnou.

The Clifford Chance Foundation

In April 2009, the Clifford Chance Foundation launched the first of its large-scale commitments: support for major international projects run by Avocats Sans Frontières (ASF) France and Save the Children. The Foundation, established in 2008, was set up to provide a focused and co-ordinated approach to our charitable giving, aligned with our goals of improving access to justice, to finance and to education. It is the focal point around which the firm's charity fundraising, pro bono work and volunteering efforts come together.

Helping Avocats Sans Frontières

Clifford Chance is working with ASF France – in conjunction with existing ASF associations (for example, in Belgium, Canada and Mali) – to help the NGO achieve its fair access to justice objectives and to develop its international network. The firm will also support the formation of new local ASF associations, particularly in English-speaking countries and in Asia. We've committed some £225,000 a year for three years to the project, which builds on an existing four-year relationship between ASF France and Clifford Chance in Paris, where a team of 15 people are already active members of ASF. The team has assisted in projects in Cambodia, Nigeria, Mali and Colombia, and has promoted human rights in French-speaking Africa and assisted in creating a human rights defence network in west and central Africa.

"We are looking forward to working closely together for the next three years," says François Cantier, Founder and President of ASF France, "to make real progress in ensuring the right of defence of local lawyers who are threatened around the world."

Better Chances for Children in Delhi

Clifford Chance is working with Save the Children on a project to provide education for the poorest children in Delhi, India, in 26 government schools. Chances for Children involves a commitment of £150,000 a year for three years, training over 500 primary school teachers and more than 50 kindergarten teachers. The project will benefit over 14,000 children who were previously marginalised from good quality pre-school and primary education.

"Clifford Chance is giving thousands of children the opportunity to go to a school with good quality education," said Jasmine Whitbread, Chief Executive, Save the Children, "and this project will help to lift them and their families out of poverty."

Pro bono and community hours

The firm's pro bono and volunteering hours increased by 15% in 2008/09. Improvements in the system that we use to record pro bono time revealed that we underestimated our pro bono and volunteering by over 6,000 hours in 2007/08. The figures above restate those that appeared in our *CR report 2008*, and the 15% increase is based on the restated number for 2007/8 of 79,061.

In some jurisdictions where we operate there is no tradition of pro bono activity. In others it is well entrenched. An uneven picture that shows more hours invested in pro bono time in some offices and regions than others reflects these different starting points; however we are encouraged by the large increase in the amount of pro bono time

Highlights of the year

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Over 26 communities around the world benefited from the work of the Clifford Chance Foundation last year.

Top marks

Clifford Chance received the JA Employee Engagement award from Junior Achievement (JA), in recognition of the high level of commitment demonstrated by lawyers in our Milan and Rome offices who participated in educational programmes organised by JA in Italian high schools, in particular Ethics in Action and Business in Action.

Community and pro bono hours

Region	2008/09	2007/08	Change
Asia	2,337	1,906	+23%
Americas	39,104	37,448	+4%
CEE	3,908	1,155	+338%
Western Europe	6,998	3,640	+92%
UK and Middle East	37,004	34,911	+6%

In London and the US, 68% (2007/08: 56%) of our lawyers performed pro bono or community affairs work last year (London 64% (2007/08: 54%), US 79% (2007/08: 63%).

Community statistics All regions

Pro bono and community global total invested by lawyers: **89,351 hours**

Time cost value of lawyers' pro bono and community hours: **£26.6m** (2007/08: £22.9m) (based on re-stated hours for 2007/08)

Community global total invested by business services: **1,683 hours** (this figure under represents the amount of hours completed and we are working towards capturing complete data in 2009/10)

Pro Bono and Community combined: **91,034 hours** (2007/08: 79,062)

Clifford Chance Foundation giving 2008/09

Total charitable donations in 2008/09: **£2.06 million** (2007/08: £1.13 million)

recorded in Asia and Europe, demonstrating the steps being made by Clifford Chance to improve access to justice, education and finance.

Access to justice

We're widening access to justice in three ways:

advising vulnerable people on their rights in both criminal cases and social welfare law; supporting charities and NGOs who share our access to justice goals; and supporting cases that have a national or international impact on the rule of law and human rights.

We did more pro bono work in 2008/09

(see previous page). There were two main reasons: an improved firm-wide framework for co-ordinating this activity, and greater demand for pro bono advice, particularly social welfare law, because of the economic crisis. During these difficult times it's important to maintain our traditional commitment to working on free legal advice schemes and filling the gap where state provision falls short.

We are taking the important step of globally recognising pro bono work in appraisals (see our people targets on the inside back cover). However, those taking part in our schemes are not motivated by reward or recognition alone, but rather by the perspectives they gain on the world outside business law and the opportunity to make a social impact: "By giving a few hours a week or month, I've helped three people save their homes from repossession and one person secure damages for an unfair dismissal claim," says one associate.

National Autistic Society (NAS) For the past nine years, Clifford Chance London has worked with the NAS's highly successful Advocacy for Education Service to provide free representation for parents of autistic children challenging decisions by local authorities in England and Wales about their children's educational needs and provision. Our lawyers work closely with parents and NAS volunteers in preparing the appeals and representing parents in the first-tier Tribunal (Special Educational Needs and Disability).

In 2009 we completed our 100th case for the NAS. Since the programme began, 96 of the 107 completed cases have been upheld in whole or in part or achieved a favourable settlement – so in almost 90% of cases the parents achieved all or most of what they were asking for. More than 200 lawyers and trainees have been involved, giving over 9,000 hours of their time.

In one case, Senior Associate Marie Berard won a unique dual-placement ruling – earning a seven-year-old boy the right to attend an independent school for autistic children two days a week and a state primary, with one-to-one support, three days a week.

A parent who benefited from the scheme said: "[The Clifford Chance lawyer] was a delight to deal with and we were humbled by his generosity and care... His summing up is still reducing us to tears... he is a hero in our household."

NAS Chief Executive Mark Lever says: "The NAS is extremely grateful to Clifford Chance for their support. They have made

an enormous difference to the lives of the hundred families they have helped through what can be an incredibly stressful and intimidating process."

Human Rights in Warsaw Clifford Chance Warsaw received the award from influential Polish daily newspaper *Rzeczpospolita*, for Best Pro Bono Law Firm 2009. The team's work included partnering with the Helsinki Foundation for Human Rights. In one of its cases, where an individual was battered and seriously injured by the police during their intervention in his home, they successfully represented the victim in court, against the police for the breach of fundamental human rights and demanded compensation from the state.

"We enjoy a very successful pro bono relationship with Clifford Chance and its lawyers offer us outstanding legal skills and dedication," said Adam Bodnar, a Board Member of the Helsinki Foundation for Human Rights.

Equal Justice in the US The Clifford Chance Foundation is supporting the work of Equal Justice Initiative (EJI), a charity focused on US criminal justice reform. In particular, EJI is seeking to change the practice of sentencing juveniles aged 13 and 14 to life without parole. The US is believed to be the only country in the world in which children at these ages may be sentenced to die in prison. We are funding the work of a full-time legal fellow focused on these types of cases. Most recently, Clifford Chance was asked to assist with an amicus brief in connection with two cases before the Supreme Court questioning the constitutionality of life without parole sentences for minors in cases other than murder. The brief is being written on behalf of a group of social scientists.

Justice

In March 2009, the firm's Head of Public Policy, Michael Smyth and London associate Lucy Callaghan acted pro bono for law reform organisation JUSTICE when it intervened in a successful appeal to the UK House of Lords. The action concerned the respects in which control order proceedings under the Prevention of

Terrorism Act 2005 are incompatible with Article 6 of the European Convention on Human Rights. In an ongoing case, Clifford Chance London teamed up with local US counsel, JUSTICE and the Commonwealth Lawyers' Association to support six foreign nationals in their US claim against private airline Jeppesen Dataplan, for its

alleged participation in a rendition programme. The case was dismissed after the US Government intervened, asserting 'state secrets' privilege on behalf of itself and Jeppesen. Undeterred, the team successfully took the case to the Court of Appeals, which remanded it back to the District Court.

Community:
**Access to justice, finance
 and education** continued



INTEGRA, Moscow Clifford Chance Moscow, working alongside longstanding client Citi and its Citi Foundation, is supporting INTEGRA, whose mission is to alleviate poverty, reduce unemployment and transform communities by providing training and loans in Central and Eastern Europe, and Russia. The vast majority of the entrepreneurs INTEGRA helps are socially vulnerable, typically heads of single-parent families, victims of domestic violence, migrants and people with physical disabilities. Our lawyers run master classes on legal topics for INTEGRA's clients and the firm has provided INTEGRA with pro bono advice on standard documentation and other issues.

Access to finance

Access to finance was a major preoccupation in 2008/09, for business, government and society at large.

We advised on deals and published regulatory insights that helped improve market liquidity in the wake of the credit crunch, in turn kick-starting commercial lending activities fundamental to economic growth. Further down the line, we've been leveraging our banking experience on behalf of individuals and charities engaged in alleviating poverty and helping the most vulnerable members of our community.

We provide pro bono legal advice to charities and NGOs in the growth field of microfinance (see our *CR report 2008* for more details), a bridge between banks and the individuals traditionally beyond their reach, particularly in poorer parts of Asia, Africa and Latin America.

Our lawyers are also providing free social welfare advice to individuals at the margins of mainstream financial services. We're helping them address their money concerns through drop-in clinics and legal aid programmes in London and New York.



Pioneering lending in rural communities

Root Capital is one of a variety of development finance organisations that we support both from a leadership and a pro bono perspective. It has provided more than US\$120 million in credit to 235 grassroots enterprises representing 360,000 farm households throughout Latin America and Africa.

By providing capital, financial education and market connections to small and growing businesses that are caught in the 'missing middle' between microfinance and traditional banking, Root Capital is building sustainable livelihoods and transforming rural communities in poor, environmentally vulnerable places.

Washington, DC partner Juan Morillo joined the Root Capital board in July 2008 and our lawyers in New York, Washington, DC and London have helped restructure the non-profit organisation's Trade Credit loan templates and People Tree Loan, bringing greater uniformity to its lending activities.

"I offer strategic counselling on overall direction," says Juan, "and act as the focal point for the pro bono advice we provide to Root Capital."

"Clifford Chance helps Root Capital to provide financing to hundreds of thousands of farmers in the developing world," says Root Capital Founder and CEO William Foote, "by helping us to use industry leading loan documentation."

Highlights of the year

2,276

Between May 2008 and April 2009, over 200 of our trainees and lawyers provided pro bono advice during 2,276 appointments at our FreeLaw drop-in clinics in London. 966 of these related to employment and debt, the two areas of law in which the clinics have seen the sharpest upsurge in demand in the wake of the financial crisis.

Top for CSR

Clifford Chance received the award for CSR Project of the Year at the British Legal Awards 2008 for its microfinance initiatives.

Compassion for Migrant Children (CMC)

Lawyers and business services professionals in our Beijing office have given up four months of Saturdays to help Beijing's migrant children. They were supporting CMC, a non-profit organisation helping children who flock from one city to another as their parents follow work opportunities. Fourteen volunteers took part in a CMC programme from March to June, helping to mentor and support a group of up to 150 migrant children every weekend. Foundation funds will be used over the coming months to help build a computer centre for CMC.



Access to education

Why does access to education matter to us? Firstly, because we know what a difference education makes. We want the brightest children and students to progress into our own and other recruitment pools, without being held back by personal circumstances. So our programmes cover every stage of learning and development from primary school upwards; and while some initiatives are specific to legal education, most are more general. And, secondly, because you don't need to be a lawyer to volunteer for our reading, numeracy and mentoring initiatives.

Meeting special needs in Dubai Special Needs Families (SNF), the chosen charity of our Dubai office, supports families of special needs children in the UAE. Its Support Centre is Dubai's only day care centre for people over 18 with special needs, caring for members of some 150 families from Dubai, Sharjah and northern Emirates.

A panel of Clifford Chance business services professionals and lawyers advises the Centre on issues such as grant funding, visa issues and marketing. They are currently helping the SNF board to apply for charitable status from the UAE Ministry of Social Affairs. Since March 2009, two Clifford Chance employees have been volunteering at the Centre each week.

A bridge to Oxbridge Clifford Chance London supports the Social Mobility Foundation (SMF), which identifies bright, less-privileged school leavers and helps

them progress to good universities and into top professions. The SMF takes a targeted approach, selecting the most able students who receive the Education Maintenance Allowance or free school meals. In addition to providing work experience, the firm organised an Oxbridge (the Universities of Oxford and Cambridge) Interview Preparation Day for 30 SMF students from disadvantaged backgrounds. At least five received Oxbridge offers, with over 60% of students gaining offers at other leading universities.

Equipping Bangkok refugees to resettle Clifford Chance Bangkok, through the Foundation, is helping the Bangkok Refugee Centre (BRC) to provide vital services to refugees, including education, healthcare and food. Following our donation, the BRC will now be able to fund further training and vocational courses, giving refugees the skills that make them more attractive to resettlement countries. Help is also being given to Asylum Access, a non-profit organisation which aims to protect refugee rights by providing free legal representation and advice.



Helping Dominican orphans to help one another Our Düsseldorf, Frankfurt and Munich offices, after the initial donations were matched by donations from the partners, raised €29,400 for Santa Ana Children's Village in the Dominican Republic last year, which is run by the charity Unsere kleinen Brüder und Schwestern (who kindly provided the images above and top right on the cover). The money is supporting a project that teaches children in the Village how to work their own plots of land, producing vegetables to feed the other orphans. In 2007 the offices donated €24,000 towards a bodega for storage of building materials on the grounds of the Village, and older children are now able to learn a trade in the adjacent workshop.



Mulberry

Mulberry School for Girls is a community secondary school in Tower Hamlets, London. Clifford Chance's Mentoring Programme for 14- and 15-year-olds at the school was established to help the students reach their goals for the future, and every month 30 volunteers from our London office take part in the programme. Since 2001, we have mentored more than 540 Mulberry students.



15

First-year law students from disadvantaged backgrounds benefit from the international public interest fellowship programme created by Clifford Chance in partnership with Georgetown University Law Centre in Washington, DC each year.

Environment: Managing our impact

As a world leader in providing climate change advice to clients, we have to behave like one in our business operations. Why do we believe we should reduce our impact on the environment? Because our clients and members of the firm expect it and because we think it is the right thing to do.

Clifford Chance is the only law firm ranked top tier in the *Chambers 2009* International and Europe-wide rankings for climate change practice groups. We recognise that we can only advise with conviction if we achieve high environmental standards ourselves.

On 1 May 2008 the firm published its Global Environmental Policy, available online at www.cliffordchance.com/cr. There is now an individual in every office responsible for collecting data and we report here on our progress towards the three-year targets that we set in 2008. Many small steps are being taken across the firm – and together they are adding up to significant inroads towards our goals. We also provide some highlights from our international Reduce, Reuse, Recycle campaign:

Management targets for 2011

Target: Run environmental awareness campaigns.

Progress: A number of campaigns have been run both globally and locally.

World Environment Day: Clifford Chance adopted an international approach to make the most of World Environment Day on 5 June 2008. Initiatives included the 'Big White Bin' in Hong Kong, collecting used books and other goods for donation and recycling. The donated books led to a charity book sale and further collections. In Singapore, the short film 'The Story of Stuff' was screened to highlight the impact of human consumption on our environment. Inspired by the 2008 occasion, on World Environment Day 2009, every office took action.

Earth Hour: For 60 minutes from 8:30pm local time on 28 March 2009, hundreds of millions of people in more than 4,000 cities and towns in 88 countries switched off their lights to mark World Wildlife Fund Earth Hour (www.earthhour.org). Every Clifford Chance office took part in the hour-long lights-out.

Target: Introduce an environmental management system (EMS) to manage our environmental impact.

Progress: Clifford Chance London has an EMS independently certified to the ISO 14001 standard. All but two offices ran an internal EMS and tracked CO₂ emissions and all offices will have a system in place in 2009.

Target: Work with key suppliers to understand, manage and reduce the environmental impacts of our purchases.

Progress: Questionnaires are now sent to all key suppliers asking for environmental (as well as other CSR) information. Many purchases now incorporate ways of reducing the environmental impact, for instance we have Wake-on-LAN installed on our desktop PCs, and we are purchasing more energy from renewable sources and more paper with recycled content or from sustainable sources.

Target: Promote environmental initiatives by our employees and relevant external groups and organisations through our CR programme.

Progress: Articles are run on CC Today, our internal daily bulletin. Our environment intranet offers environment-friendly hints and tips for the workplace and the home, and details of the firm's environmental targets and how we work with clients on environmentally-focused issues. We will be introducing the CR awards, including a category for environmental projects, in Autumn 2009.



Highlights of the year

Wildlife

Clifford Chance provides pro bono legal advice to the African Parks Network, which takes on the long-term management of wildlife parks.

No 1

for environmental finance, hot on weather
Clifford Chance has been recognised as Best Law Firm – EU Emissions Trading Scheme (for the third year running) and Best Law Firm – Weather Derivatives (for the fifth year running) by Environmental Finance and Carbon Finance magazine, following a survey of the industry's key players.

Operational targets for 2011

Target: Reduce CO₂ emissions by at least 3% from 2007/08 baseline.

Progress: In 2007/08 an external assessment of our CO₂ emissions was estimated at 5.02 tonnes per FTE. At the time this methodology was the best we had available, but there was an element of extrapolation required due to the inability to get data from all of our offices. Since then, we have changed our methodology to the internationally recognised Greenhouse Gas Protocol, and have been able to get more information. Our emissions for 2007 have thus been recalculated for greater accuracy resulting in a figure of 6.34 tonnes per FTE. For 2008/09, our CO₂ has increased to 6.65 tonnes per FTE. This has been caused both by more accurate data, but also by a reduction in employees without an accompanying reduction in the space we use. We were able to collect data from seven more offices this year than last year. Some of our offices are still not able to report electricity usage as they are not supplied this information by the landlord.

Target: Buy 10% of our energy from renewable sources where available.

Progress: Renewable energy is purchased for 100% usage by Luxembourg, Amsterdam and São Paulo. Frankfurt purchases 25%, Munich 22%, Dusseldorf 21% and Singapore 15%. This equates to 9% of total energy which is just below our 2011 target.

Target: Reduce water consumption by 3% per employee from available 2007/08 usage figures.

Progress: In taking on this target we have discovered that most of our offices are unable to provide water usage data as they do not have separate water meters. We are therefore amending this target to read: *Introduce initiatives to reduce water consumption.*

Target: Reduce paper use by 10% per employee from 2007/08 consumption.

Progress: Stripping out the two offices which had no data for 2007, we have reduced paper consumption by 90,299 reams, equivalent to a reduction of 10% per FTE and a cost saving of £150,000. We will look to continue progress on this target now that we have data from all of our offices.

Target: Recycle at least 25% of all general waste.

Progress: Most of our offices are now recycling elements of general waste including cans, plastic, IT equipment, batteries, toner cartridges, cardboard, glass, and food waste. In our London office, all of the food waste (about a tonne every week) is composted and given to local community groups through the not-for-profit organisation Aardvark.

Target: Recycle at least 30% of office paper waste.

Progress: Paper recycling is occurring in many of our offices; six of our offices recycle at least 30% of paper, and 12 of our offices recycle all of their waste paper.

Target: Ensure at least 10% of paper has at least 30% post-consumer recycled content.

Progress: Some of our offices have opted to purchase paper from FSC or similar certified sources, which support sustainable forestry practices. In recognising the additional benefit of including sustainable forestry in our paper purchasing, this target has been amended to read: *Ensure at least 10% of paper has at least 30% post-consumer recycled content or comes from FSC or other internationally recognised, certified sources which have a low carbon footprint.* Nine of our offices have individually achieved this target.



One of the posters that's part of our global Reduce, Reuse, Recycle campaign

Founder

In October 2008 Clifford Chance became a founding member of the Romanian Green Building Council, a not-for-profit organisation that promotes sustainable building practices in Romania.

40% less

Our desktop PCs are using up to 40% less power, as 'Wake-on-LAN' technology enables them to be switched on and off remotely to receive updates and patches.

CO₂ cap

Our Tokyo office has joined the 'eco-cap movement', which collects and recycles plastic bottle caps to reduce CO₂. Profits buy polio vaccines for children in developing countries: 800 caps vaccinate one child and save 6.3kg of CO₂.

Looking back and forward

How have we performed and what are our plans?

Management

Targets for 2008/09

Institute and communicate a unified global CR policy

Engage our people through a CR Intranet with a feedback mechanism

Implement a time recording system where business services staff as well as lawyers can record time spent on pro bono and community work

Increase the number of pro bono and community hours recorded globally by 10%

Investigate how to maintain collection of meaningful data on the firm's performance against environmental targets, its suppliers, and the time and value of in-kind contributions to pro bono and community affairs work

Progress

CR report, updates to all staff, *Open Forum* and *CC Today / World* stories, *Lunch & Learn* sessions, regular monthly updates

CR Intranet went live on 2 September 2008

Business services staff can now record their time

Achieved target (actual increase was 15%)

Completed in relation to environmental targets, ongoing in terms of the firm's suppliers and in-kind contributions

Governance

New targets for 2009/10

Regular reporting to all partners and staff on activities

Increasing partner visibility and leadership in CR activities

Engagement with our people

Steps either taken or to be taken to achieve target

Quarterly update to partners and six-monthly update to all staff on the Foundation.
Six-monthly report from CR Committee to partners and staff.
Improve reporting against environmental targets.

Tracking of pro bono/community hours by partner
Seeking to embed CR into client relationships
Include CR in Partner Meeting 2010
– Advertise opportunities for partner involvement
– Women's partner plenary session
Tracking of partner directorships or engagement in not-for-profit board, e.g. school governor positions
Publicising partner activity in internal communications

Increase the number of pro bono and community hours recorded globally by 10% per FTE
Launch CR awards for staff Autumn 2009
Open Forum in 2009
Launch MaGIC initiative encouraging ideas as to how the firm could further develop its CR policy
Consider theme of Business Services Conference 2010 around sustainability
Increase staff engagement with Foundation charities
Lunch & Learns to be extended
Continue with specific environmental awareness campaigns

People

Targets for 2008/09

Embed our CR into performance management

Investigate and fully report on our diversity issues so that we can set meaningful targets for implementation next year

New targets for 2009/10

Embed our CR into performance management

Achieve a more diverse partnership reflecting our associate population

Progress

Lawyer and business services appraisal forms are being revised to include reference to CR work. Partner appraisal forms to be amended. Partner selection forms to be reviewed.

An internal paper on this topic was presented to the firm's Management Committee, leading to the steps laid out below.

Steps either taken or to be taken to achieve target

Appraisal forms for partners and fee earners to include pro bono/community criteria for assessment and recognition.

Gender representation in the partnership is a key focus of management. The Management Committee has agreed that the aim of the partnership should be to get to a position where at least 30% of our partners are female. A principal step in meeting this goal will be the Management Committee's review of proposed partner candidate promotion as compared to the corresponding associate gender representation of the underlying group and office. This will be a regular agenda item for the Management Committee.

Business alignment

Targets for 2008/09

Build further joint pro bono, community, environmental and people initiatives with our clients

Encourage greater alignment of the firm's CR efforts with its technical expertise through initiatives such as microfinance and environmental groups

New targets for 2009/10

Seeking to embed our CR into client relationships

Encourage greater alignment of the firm's CR efforts with its technical expertise through initiatives such as microfinance and environmental groups

Progress

Ongoing

Ongoing

Steps either taken or to be taken to achieve target

Audit current client partnership activities and agree objectives to increase activities and engagement

Environment

Progress towards our targets for 2011

See pages 14 and 15

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