

We're dedicated to ...

**Ambition, Excellence,
Achievement, Progress,
Collaboration, Learning,
Equality, Fairness.
You, Me, Us.**

**Building a better place
to work for everyone.**

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

At Clifford Chance, our people and our wide range of experience and perspectives ensure we understand our clients and can offer them the most insightful advice.

We aim to identify the best person for each role, regardless of background. We are committed to continuing to broaden the range of people in the firm and to fostering a supportive, inclusive work environment where all of us can develop to our full potential and

contribute our best work to the success of our clients and of Clifford Chance.

We're dedicated to ... building a better place to work for everyone.

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BUILDING A BETTER PLACE TO WORK

Our clients include the world's leading businesses, governments and regulators, operating across a huge range of markets, cultures and languages. As the pace of globalisation accelerates, we must give our clients the wide perspectives and insights they need to meet their challenges and realise their aims.

To do this, we seek out, develop and nurture people who are as diverse as our ever-broadening client base. And we work to ensure that Clifford Chance is a place where we all can perform at our peak and give our clients the best advice they can get.

It is crucial that we provide an inclusive culture where people from diverse backgrounds work effectively together – and where we all feel comfortable and confident to develop our potential.

From women's networks to cultural and faith-based groups to our global Arcus network for lesbian, gay, bisexual and transgender (LGBT) colleagues and their friends, thriving local and global groups help encourage an inclusive, integrated culture in our firm. They allow colleagues to come together with each other – and with clients – to discuss the issues that are important to them. And a wide range of social groups brings people together around everything from football to piano lessons, helping strengthen the cooperative, collegial culture that is so crucial to our success.

We recognise that expanding our variety of viewpoints is essential if we are to continue generating the brightest ideas and innovations – and we are committed to widening access to the legal profession. So, we are focusing intently on attracting candidates from the broadest range of backgrounds, and encouraging them to build careers here. We've also put in place training to help us understand how our unconscious biases may affect us when we work with people who are different from us – just one of the ways our global training and development Academy helps equip us to be our best.

And across the firm, at every level, we encourage open, honest conversations about how we can realise our ambitions and continue to make Clifford Chance a great place to work.

By working together to build a workplace that respects and includes everyone's unique perspective, we will enable one another to deliver our best – for ourselves and for our clients.

Matthew Layton
Managing Partner



We're dedicated to ... Nurturing talent – wherever we find it.

In an increasingly global business environment, an international law firm must have lawyers who understand and can navigate cultural, ethnic and regional differences for clients looking to do business anywhere in the world. Across 36 offices in 26 countries, Clifford Chance seeks to attract the best people in the business and ensure that we develop truly global talent who can meet our clients' rapidly evolving business needs – wherever they need us.

 **Read more on our website:**
www.cliffordchance.com



Aljawharah Fallatah (left) joined Clifford Chance's Riyadh office in summer 2014 as a trainee lawyer. Osama Lone (right) is in our programme for graduates seeking to qualify and practise in Dubai as England and Wales qualified solicitors.



TAPPING TOP TALENT IN THE MIDDLE EAST

As a student intern at the stock exchange in Riyadh, Aljawharah Fallatah heard the name 'Clifford Chance' every day for weeks. "Everyone knew Clifford Chance and their long history of working with the exchange," Aljawharah says. "I was studying law, so I paid close attention!"

And, when Aljawharah started her legal career, she knew where she wanted to go.

Aljawharah joined Clifford Chance's Riyadh office in summer 2014 as a trainee lawyer. "I've always wanted to be a lawyer, and now I'm actually getting to do the work," Aljawharah says. "Whether it's drafting legal documents or doing research, it's exciting."

Aljawharah is also excited to be part of the first wave of women moving into legal careers in the Kingdom of Saudi Arabia, now that a royal decree has allowed women to become licensed lawyers. Clifford Chance's Riyadh office has embraced the reforms through a referral arrangement with an all-female university and internship offers for top students and graduates.

Riyadh is also one of two Clifford Chance offices in the Middle East to launch graduate training programmes. The schemes give graduates who are committed to practising in the region a chance to gain experience in a pre-eminent global firm, in a familiar environment.

Osama Lone joined Clifford Chance as a trainee through a programme in Dubai for graduates who want to qualify and practise in Dubai as England and Wales qualified solicitors.

Raised in Bahrain, Osama studied law at England's Southampton University but wanted to return to the Middle East to practise. He started as a Dubai trainee with a seat in Islamic Finance in August 2014.

"I know the local language, the culture, the business etiquette," Osama says. "I wanted to work for a cutting-edge international firm, and I felt that with my background, I could, in return, make a valuable contribution in the Middle East."

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**international secondments
started in 2013/14**

LOCAL ROOTS, GLOBAL REACH

For Singapore counsel Kabir Singh, Clifford Chance offers an opportunity for a career in international law – in the dynamic, rapidly growing place he calls home.

Kabir started as a litigator with a Singapore firm and joined Clifford Chance in 2009 with the aim of pursuing work in international arbitration. Now, Kabir represents clients involved in arbitrations all over the world, working with the Singapore International Arbitration Centre, the London Court of International Arbitration and the Paris-based International Chamber of Commerce. He also recently took up a new challenge – serving as an arbitrator in local and international disputes.

"You see a huge variety of cases, and they involve pretty much any country you can think of, so I'm always learning something new," he says.

Kabir speaks regularly at conferences and seminars, and he teaches a course at the Singapore International Arbitration Academy. "These are great ways to connect with clients and the business community, and I enjoy having the chance to get involved," he says.

Kabir also relishes the opportunity to work across a global network, from an office with strong Singaporean roots: more than half the office's lawyers and the majority of its business services team are Singaporean, working with colleagues from over 10 nationalities. "We have a great balance of local and foreign lawyers," Kabir says. "That's very important: we must give clients the international service they need and expect from a global law firm, but local knowledge is also crucial for doing business in Southeast Asia."

The Singapore office has built deep ties to the wider community – and Kabir, who volunteers at free legal clinics, is proud to join his colleagues in helping strengthen those bonds. "It would be easy to set up shop here and just take what Singapore has to offer," Kabir says. "Clifford Chance offers something back to Singapore."



Singapore counsel
Kabir Singh.



We're dedicated to ... Opening up opportunities for everyone.

To give our clients the best advice, Clifford Chance must attract exceptional people – and we must seek those people everywhere. Historically, students from less advantaged backgrounds have had fewer educational opportunities and career choices open to them. We are committed to addressing this – and to putting a career in law within reach of people from all backgrounds. We've undertaken a number of initiatives – from raising the aspirations of young people in our communities to adapting our recruitment processes – to ensure that we support greater social mobility and broader access to the legal profession.

 **Read more on our website:**
www.cliffordchance.com

4,821
participants in global Clifford
Chance Academy courses



Our London graduate recruitment team (below) is working to open legal careers to a broader range of people.



London trainee Roy Appiah (right).



OPENING DOORS TO LEGAL CAREERS

Our London graduate recruitment team has enjoyed a string of successes for their innovative work to open up legal careers to a broader range of people.

After the team began operating a 'CV blind' interview process at assessment day – where interviewers don't see applications before interviewing a candidate – the number of institutions the office recruited from increased from 32 in 2011/12 to 41 in 2012/13. Our Intelligent Aid competition allows candidates to bypass traditional applications and assessment days for a chance to win a place on a vacation scheme.

And a partnership with Rare Recruitment and its 'Articles' programme, which develops ethnically diverse aspiring lawyers, has seen hires of minority candidates almost double, from 25% in 2010/11 to 44% in 2012/13. Hires of black, Bangladeshi and Pakistani candidates almost tripled, from 6% to 15%, in the same period. The firm has also run a pilot training programme with Rare for Oxford students who come from disadvantaged backgrounds.

For their work in recruiting, retaining and developing talent from increasingly broad backgrounds, the team has taken home a number of honours – including Graduate Employer of the Year at the UK National Graduate Recruitment Awards 2014.



'GOOD TRAINING, GOOD WORK, GOOD PEOPLE'

When Roy Appiah was applying for jobs as a trainee lawyer, he knew exactly what he was looking for: "Good training, good work and good people." At Clifford Chance, he found all three.

"Straight away, I was able to get involved with lots of exciting projects – I was amazed at how much responsibility I was given," says Roy, who joined the firm in early 2013. "I've worked with clients – I even got to be involved in an award-winning aviation deal." But it's the firm's people who have convinced Roy he made the right career choice.

"Colleagues take a genuine interest in helping you develop your skills and learn the business of law," he says. "But they also make this a great place to work: it's fascinating to work with so many different types of people, from massively different backgrounds."

A graduate of City University London, Roy joined Clifford Chance through the firm's partnership with diversity recruitment group Rare. Roy was certain he wanted to be a lawyer; he was less sure of whether he would feel at home in a large international law firm.

"Before I applied, I thought I needed to be a specific type of person – straight-laced, only showing my professional side – and that I shouldn't really show my personality," Roy says.

But Rare convinced Roy that a personal touch can benefit an application, so he included a line on his CV about his side-line in stand-up comedy. "In one of my interviews, someone picked up on that and we ended up having a great conversation about it. I felt then that Clifford Chance would be a place where I could be myself. That's been proven true every day.

"Your personality is your best asset. And I believe the firm – and our clients – benefit tremendously from the unique perspectives each of us brings to our work and our workplace."

We're dedicated to ... Improving gender balance.

As part of our drive for greater inclusivity, we have set a target for 30% of partners in Clifford Chance to be women. Since becoming one of the first leading international law firms to establish a target to improve gender balance in our partnership, that proportion has risen to about 16%. And we continue to make progress: in 2014, one-third of our 21 new partners globally were women, and women made up more than half the promotions in London. We have more work to do. But the 30% target is driving important changes in areas such as career development, mentoring and training.



 **Read more on our website:**
www.cliffordchance.com



We brought together senior women in global finance for an event with the Securities Industry Financial Markets Association (SIFMA) in New York. (L-R): Melissa MacGregor, SIFMA; Lori Ann Bean, Clifford Chance partner; Stacey Friedman, JP Morgan; Elaine Mandelbaum, Citi; Jane Sherburne, BNY Mellon; Asahi Pompey, Goldman Sachs; Sylvia Ann Hewlett, The Centre for Talent Innovation; and Polly Snyder, Clifford Chance counsel.

30%
target for female partners

16%
female partners

LEADING BY EXAMPLE

For finance partner Angela McEwan, working at Clifford Chance has been an opportunity not only to develop a career in the challenging, rewarding environment she'd hoped for when she became a lawyer – but to help others do the same.

"I wanted to be in a place that was constantly innovating, at the forefront of the industry," says Angela, who joined our London office in 1989 and is now based in Amsterdam, where she specialises in acquisition finance, corporate lending, structured financings, project finance and restructurings. "I wanted to work with talented people who were focused on achieving goals together. That's what has kept me here."

To help others develop fulfilling careers in the firm, Angela serves as one of the leaders of Amsterdam's Diversity Working Group, which aims to foster an inclusive culture, raises awareness of issues affecting the workplace and considers ways to enhance recruitment and career development.

"People thrive when they feel confident and have the support of others they can turn to for advice," Angela says. "Networks like our Diversity Working Group – and there are many others across the firm – demonstrate we're serious about these issues. And they're a way to help make a difference for our colleagues."

The desire to make a difference also led Angela to take on the work of managing the firm's relationships with three of our global strategic pro bono clients: Human Rights Watch, the African Prisons Project and Room to Read.

"It's a way that people with legal skills can help others, and, for me, I've always felt it was the right thing to do," Angela says. "Many others share that view, and our pro bono and community outreach programme is one more way we can continue to attract a wider mix of people to Clifford Chance and allow them to build great careers here."



Amsterdam partner
Angela McEwan.

EMPOWERING PEOPLE, ENHANCING CAREERS

Whether seeking to further their own careers or help others do the same, women across Clifford Chance draw support from networks that address issues such as enhancing leadership capabilities, strengthening networking skills and balancing family and career.

Our Hong Kong office launched a women's network by inviting all colleagues to a 'fireside chat' with Christine Wong, chief legal counsel of the Hong Kong Stock Exchange, and regional managing partner Peter Charlton. The group plans to spearhead initiatives such as mentoring schemes.

Local networks offer a range of activities – from sessions on raising professional profile to a presentation by a leading fertility scientist – open to all colleagues.

They build ties with clients. Amsterdam's network hosted 100 women at the famous De Nieuwe Kerk, where they heard from the Secretary General of the Ministry of Foreign Affairs and the Hermitage museum's director.

Many make it a priority to help women outside the firm – donating interview attire to job-seekers in New York, Australia and London, for example. And they offer team-building opportunities – such as Paris's 18-strong showing in a race to raise money for breast cancer research.

We're dedicated to ... Developing and celebrating a diverse workforce.

As a global law firm, we are made up of people from a huge variety of cultures, races, religions and nationalities. Recognition of, and respect for, everyone's background are at the core of our identity – and central to our success. Across Clifford Chance, global and local networks help encourage an inclusive, integrated culture and give colleagues opportunities to come together to talk about issues that matter to them. We work with clients to promote diversity and inclusiveness. And to ensure that we work together effectively within the firm, we've started rolling out training to help us understand how our unconscious views affect our interactions.

 **Read more on our website:**
www.cliffordchance.com

 Featured in the annual Arcus Pride exhibition in New York and London – Ketch Wehr: *Sylvia Rivera*, from the series *Emblems of Things to Come*, 2013, acrylic, gouache, and wood stain on pine, 48 x 23 inches, courtesy of the artist.



'A PLACE WHERE EVERYONE FEELS AT HOME'

For Aritha Wickramasinghe, being part of Arcus – our global network for lesbian, gay, bisexual and transgender (LGBT) colleagues and their friends – is an opportunity to help make Clifford Chance a great place to work.

“Clifford Chance has a diverse, accepting culture, and we support that by helping increase understanding of LGBT issues to make sure the firm is a place where everyone feels at home,” says Aritha, a lawyer who chairs the London chapter of the organisation – which also has branches in the Americas, Asia Pacific, Germany, Italy, France and the Netherlands.

Ensuring that people feel comfortable is essential to work satisfaction and staff retention, says Hong Kong lawyer Grant McIntyre, chair of Arcus Asia Pacific.

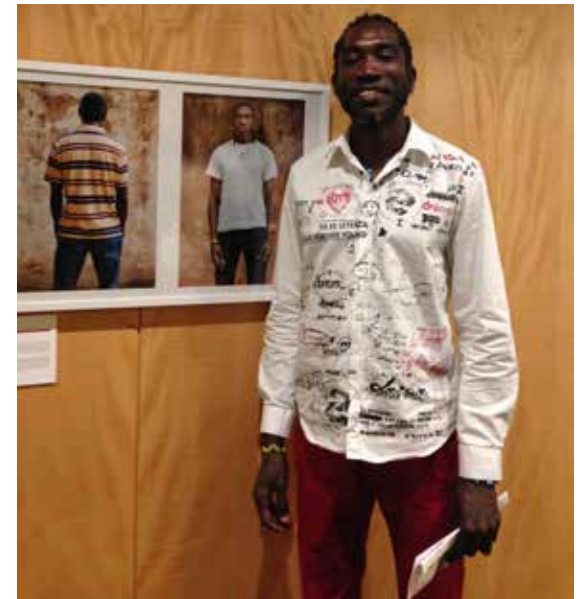
“Arcus is also a great way to forge stronger links with clients and our wider business communities,” Grant says. Since its launch in spring 2014, the Hong Kong chapter has hosted the general meeting of the Hong Kong Gay and Lesbian Attorneys Network and put on a Thai cooking event with clients.

The annual Arcus-supported Pride art exhibition in New York and London – one of the firm's premier client events – has become one of the foremost corporate-supported annual forums for displaying the work of LGBT artists.

For New York IT administrative assistant Rick Cook, being part of Arcus is also a chance to help make our communities a better place.

Arcus has dedicated almost 300 pro bono hours to LGBT issues worldwide – and raised thousands of pounds for charity work. Arcus is on the legal panel for the Human Dignity Trust, which challenges laws criminalising homosexuality in Commonwealth countries; works with Non-Gendered, a campaign for full legal recognition of a non-gendered identity; and supports the UK's Albert Kennedy Trust youth organisation.

“We're fortunate: Clifford Chance is a place where everyone is valued,” Rick says. “Many people in the world are not so lucky. It's great that, through Arcus, we can work to help change that.”



 Arcus raises money for LGBT charities such as the Albert Kennedy Trust (above) and hosts a transatlantic art exhibition – one of our largest client events. Ugandan activist John Wambere (below) with photos featuring him at the New York art show.



Arcus chapters worldwide

STRONGER TOGETHER

The many cultures and faiths represented in Clifford Chance strengthen our business, but they also make our firm a richer, more rewarding place to work.

Clifford Chance is home to faith-based and multicultural networks that aim to help us attract and retain talented professionals, promote understanding of different faiths and cultures – and share and celebrate our cultural diversity with clients.

The annual Eid in the Wharf celebration in London brings together colleagues, clients and legal professionals for an evening of music, poetry, comedy and discussions. And colleagues gather for ‘Tea in the Tabernacle’ in a *sukkah* (hut) that goes up outside the Clifford Chance building for the Jewish festival of Sukkot.

People throughout Clifford Chance also celebrate cultural and religious festivals by helping in their communities – from Chinese New Year food drives to Christmas toy collections to an initiative involving the Middle East offices and HSBC that provided *iftar* meals to industrial workers during Ramadan.



London colleagues have ‘Tea in the Tabernacle’ for the Jewish festival of Sukkot (left) and celebrate Eid in the Wharf with clients – an event that included comedy by Preacher Moss (right).



THE VALUE OF DIFFERENCE

In our firm, we work with talented people from many backgrounds who contribute a wide range of valuable perspectives. This enriches our advice to clients and creates a more dynamic workplace. And how we work together is crucial to our success.

We all have unconscious views about people, based on our own backgrounds and experiences; being aware of these biases can help us be more inclusive. By adapting, we can enhance our working relationships and make the most of the viewpoints and insights we all bring to our workplace.

The Clifford Chance Academy has introduced an elearning course to help us all grow more aware of biases we may harbour unknowingly. The course, which was piloted in several offices with an eye towards rolling it out in other markets where appropriate, allows people to test their own perceptions – and take action.



Clients gathered at Clifford Chance Amsterdam to hear from Human Rights Watch about LGBT rights worldwide.

COLLABORATING WITH CLIENTS

Like Clifford Chance, our clients are global organisations that celebrate and draw strength from the diversity within them.

We work in partnership with clients to help foster greater understanding about diversity and inclusiveness so that our businesses are places where everyone can flourish.

The Abu Dhabi office, for example, recently supported an event involving clients on how to attract, retain and promote women on corporate boards; Frankfurt has many times hosted the International Bar Association’s Women Lawyers’ Interest Group; and a standing-room-only event in New York gave insight into how some of the top women in global finance have managed their careers.

In Amsterdam, clients from sectors ranging from banking to media gathered to hear from international charity Human Rights Watch about LGBT rights worldwide. And in Italy, Clifford Chance hosted 60 guests, including clients, for a discussion on how unconscious bias can affect working relationships – featuring insights from a leading business psychologist.

“There was a great deal of interest and great feedback: this issue is crucial for the sake of a healthy, inclusive work environment,” says Milan partner Simonetta Candela. “After our event, Telecom Italia – the main Italian telecommunication company – asked us to organise a second seminar for their employees.”

CLIFFORD CHANCE

Clifford Chance LLP

'Building a better place
to work for everyone'

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