

Our GRI Content Index

Clifford Chance applies the internationally recognised GRI G3 Sustainability Reporting Framework to support our commitment to transparency. Our approach to GRI is based on a pragmatic interpretation of the guidelines and as such the indicators we report on have been informed through consideration of the materiality principle. We therefore focused our GRI reporting on the indicators which we believe are most relevant to our business and of greatest interest to our stakeholders (see page 6,7 2012 CR report for a list of our main stakeholders). The level of disclosure assessments below are self declared and have not been formally verified by a third-party.

Profile Disclosure	Profile disclosure	Disclosure level	Comments
Strategy and Analysis			
1.1	Statement from the most senior decision maker of the organization	Fully reported	UN Global Compact (p31 2015 CR Report).
1.2	Description of key impacts, risks, and opportunities.	Partially reported	Building a sustainable, comprehensive approach to our corporate responsibilities (p6-9, 2014 CR Report). Aligning CR with our business (p6,7 2013 CR Report).
Organizational Profile			
2.1	Name of the organization.	Fully reported	Clifford Chance LLP.
2.2	Primary brands, products, and/or services.	Fully reported	www.cliffordchance.com – ‘Expertise’.
2.3	Operational structure of the organization.	Fully reported	www.cliffordchance.com – ‘Who we are and how we work’.
2.4	Location of organization’s headquarters.	Fully reported	London, UK.
2.5	Number of countries where the organization operates.	Fully reported	The firm has offices in 26 countries and works in a significant number of other markets globally from this network. We also have an association in Indonesia with Linda Widyati & Partners.
2.6	Nature of ownership and legal form.	Fully reported	LLP.
2.7	Markets served.	Fully reported	www.cliffordchance.com – ‘Expertise’ & ‘Offices’.
2.8	Scale of the reporting organization.	Fully reported	Financial performance (2015 Annual Review, available at www.cliffordchance.com).
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully reported	None.

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Profile Disclosure	Profile disclosure	Disclosure level	Comments
2.10	Awards received in the reporting period.	Partially reported	See www.cliffordchance.com 'Awards'.
Report parameters			
3.1	Reporting period.	Fully reported	Financial year ending 30 April 2015.
3.2	Date of most recent previous report	Fully reported	October 2014.
3.3	Reporting cycle	Fully reported	Annual.
3.4	Contact point for questions regarding the report or its contents	Fully reported	crfeedback@cliffordchance.com.
3.5	Process for defining report content	Fully reported	The content in this report was developed using a process defined for our first corporate responsibility report in 2008. A discussion of this process can be found in our 2008 CR Report, p2-5. We restated our material issues on p6,7 of our 2013 CR report.
3.6	Boundary of the report	Fully reported	We report on all aspects of our business.
3.7	Limitations on the scope or boundary of the report	Fully reported	We report on all aspects of our business.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities	Not reported	Information for: Cavenagh Law, with whom the firm has a Formal Law Alliance in Singapore and for our association partner, Linda Widyati & Partners, is included in this report. Otherwise all information relates to Clifford Chance LLP.
3.9	Data measurement techniques and the bases of calculations	Partially reported	We try to use international standards and measurement techniques where possible. For example, our greenhouse gas (GHG) emissions reporting is based on the internationally recognised GHG Protocol, whereby nationally recognised, time-stamped emissions factors are applied for each office location when calculating the associated carbon emissions (e.g. Defra in the UK, Bilan Carbone in France etc)
3.10	Explanation of the effect of any re-statements of information provided in earlier reports	Fully reported	There were no developments within our business that would require any restatement of information provided in our previous CR Reports.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods	Fully reported	There are no significant changes from the previous year that would prevent comparability with the previous year's performance indicators.

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Profile Disclosure	Profile disclosure	Disclosure level	Comments
3.12	Table identifying the location of the Standard Disclosures in the report	Fully reported	This GRI content index.
3.13	Policy and current practice with regard to seeking external assurance for the report	Fully reported	This report has not been assured by external auditors.
Governance, Commitments, and Engagement			
4.1	Governance structure of the organization	Fully reported	Our approach to governance is set out on www.cliffordchance.com 'How we manage our firm' and in our 2015 Annual Review.
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Fully reported	This governance structure has been in effect since 1 September 2014.
4.3	Number and gender of members of the highest governance body that are independent and/or non-executive members	Fully reported	<p>During the remainder of the period covered by the report the management of the firm was the responsibility of the Management Committee, chaired by the managing partner who is an executive officer of the firm. The Management Committee was responsible for the firm's strategy, finances and profitability, the firm's growth and the development of its competitive position. The performance of the Management Committee is monitored by the Partnership Council. Chaired by the senior partner this body also maintains the Firm's values and safeguards the Firm's reputation. All members of the Management Committee and Partnership Council are executive members of the firm.</p> <p>The firm's Audit and Risk Committee includes a member from outside of the firm to provide an independent perspective.</p> <p>Under the new governance structure, the Management Committee has been replaced by the Executive Leadership Group, with members appointed by the managing partner. Its responsibilities are largely the same as those espoused by the former Management Committee.</p>

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Profile Disclosure	Profile disclosure	Disclosure level	Comments
4.4	Mechanisms for partners and employees to provide recommendations or direction to the highest governance body	Fully reported	<p>The firm operates as a partnership. The Partnership Agreement requires that certain issues are subject to a vote of partners, including election of the Managing Partner, Senior Partner and members of the Partnership Council, new partners and mergers or acquisitions.</p> <p>There is regular dialogue at all levels within the partnership, with individual partners, plus regions and practice areas given the opportunity to articulate their views, including regular partner meetings.</p> <p>For employees, in addition to standard reporting processes, e.g. through line management, there are also a variety of events put in place that allow staff to ask senior management questions about the firm. This includes quarterly meetings for all staff globally with the firm's managing partner and other members of the global leadership team; similar business updates in many offices with the office managing partner and head of the business services team; and more informal 'Open Door' events where there is no fixed agenda other than the opportunity for staff to talk to management about issues on their mind. A significant number of the firm's leaders participate in this programme, including our Managing Partner and COO.</p> <p>The firm also undertakes regular staff engagement surveys and internal communications surveys and has also run staff suggestion schemes, for how we can run our business more efficiently and effectively.</p>
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives	Fully reported	<p>Equity partners' remuneration is based on firm performance over a given financial year. Non equity partners and senior business services executives receive part of their compensation based on firm performance. The nature of the arrangement varies from office and by seniority.</p> <p>Our approach to governance is set out on www.cliffordchance.com 'How we manage our firm' and in our 2015 Annual Review.</p>
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Fully reported	<p>Our approach to governance is set out on www.cliffordchance.com 'How we manage our firm' and in our 2015 Annual Review.</p>
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees	Fully reported	<p>Clifford Chance has made some changes to its governance model. These came into force 1 September 2014.</p> <p>Before 1 September 2014: Members of the firm's highest governing body, the Management Committee, representing the firm's regional operations and business lines were elected by the partners within their constituency. They were joined by a number of appointed executive members with senior leadership responsibilities for our Risk and General Counsel, Finance and Operations.</p> <p>1 September onwards: Members of the highest governing body, the Executive Leadership Group, are appointed by the firm's elected managing partner.</p> <p>More information is available on www.cliffordchance.com 'How we manage our firm' and in our 2015 Annual Review.</p>

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Profile Disclosure	Profile disclosure	Disclosure level	Comments
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	Fully reported	<p>In 2015, we launched a new vision: We will be the global law firm of choice for the world's leading businesses of today and tomorrow.</p> <p>Aligning CR with our business (p6,7 2013 CR Report).</p> <p>The firm also has a set of eight Principles that underpin our priorities and actions (www.cliffordchance.com 'Our Principles')</p>
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance	Fully reported	<p>Our approach to governance is set out on www.cliffordchance.com 'How we manage our firm' and in our 2015 Annual Review.</p> <p>Our CR governance (p9 2014 CR Report).</p>
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	Fully reported	<p>Our approach to governance is set out on www.cliffordchance.com 'How we manage our firm' and in our 2014 Annual Review.</p> <p>Our CR governance (p9 2014 CR Report).</p>
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Fully reported	<p>Clifford Chance's support for the UN Global Compact demonstrates our commitment to the precautionary principle. We are committed to protecting natural resources and our CR activities contribute to mitigating various environmental challenges, including the prevention of global warming and reducing waste to landfill.</p>
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	Fully reported	<p>Clifford Chance is a signatory to the UN Global Compact. Individual offices are also signed up to principles such as ISO 14001 which are administered locally at this time.</p>
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations	Not reported	<p>We do not currently have a process in place for collating up to date information in this area from around our global network. Clifford Chance is a member of a wide range of legal sector associations, financial services industry sector associations and trade bodies, and we actively support a number of academic institutions as well as some think tanks, representing a range of perspectives.</p>

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Profile Disclosure	Profile disclosure	Disclosure level	Comments
4.14	List of stakeholder groups engaged by the organization	Fully reported	How we do engage stakeholders? (p6,7 2012 CR Report). Engaging our stakeholders (Inserts: p10/11, 14/15, 20/21,26/27 2014 CR Report).
4.15	Basis for identification and selection of stakeholders with whom to engage	Not reported	Clifford Chance interacts with a broad range of stakeholders. This includes individuals or groups which we consider critical to the success of our firm both in the short and long-term, such as our people, our clients, regulators, government bodies and academic institutions. We also actively engage with those stakeholders where we believe we can add value and create benefit through our expertise and resources, for example, in supporting the work of NGOs and charities in the communities where we operate.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Partially reported	How we do engage stakeholders? (p6,7 2012 CR Report). Engaging our stakeholders (Inserts: p10/11, 14/15, 20/21,26/27 2014 CR Report).
4.17	Key topics and concerns that have been raised through stakeholder engagement	Partially reported	Building a complete picture of our most important issues (p6-9 2015 CR Report). How we do engage stakeholders? (p67 2012 CR Report). Engaging our stakeholders (Inserts: p10/11, 14/15, 20/21,26/27 2014 CR Report).

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
EC1	Direct economic value generated and distributed	Fully reported	Financial Performance (2015 Annual Review, available at www.cliffordchance.com).
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Partially reported	Not material, although Clifford Chance addresses climate change primarily through our advisory role to our clients.
EC3	Coverage of the organization's defined benefit plan obligations	Not reported	Defined benefit plans do not exist across most of the firm.
EC4	Significant financial assistance received from government	Fully reported	Clifford Chance does not receive any financial assistance from governments.
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not reported	This information is not available in a consolidated format.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Not reported	Clifford Chance's procurement process aims to be transparent, objective and non-discriminatory in the selection of its suppliers. We do not have a specific policy on local procurement however we do promote diversity of suppliers in other ways, for instance, through our active support for WEConnect Europe a global supplier diversity initiative spearheading the connection of women-owned business and multinational corporations.
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	Partially reported	<p>We do not have specific procedures on local hiring. However, we are guided by local law. Our employees, partners and management are drawn from a wide range of nationalities and many of our offices are headed by a citizen of the country where they are based.</p> <p>There is a rigorous process for hiring of Partners. This includes: a review process by all relevant business line heads (regionally and by practice area and, as necessary, sector); a full assessment with the firm's Partner Selection Group (which also makes recommendations on all partner promotions); analysis of the business case; agreement by the Executive Leadership Group and the Partnership Council and finally a vote of the global partnership.</p>

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	Fully reported	Community (p18-23 2015 CR Report).
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Partially reported	<p>Clifford Chance's primary indirect economic impacts are a result of the legal advice we provide to our clients, whether commercial businesses, government bodies and institutions or non-governmental organisations.</p> <p>The impacts are wide ranging and include supporting our clients in accessing funding for projects; in ensuring a transaction delivers optimised shareholder return; in identifying, managing and mitigating risk; in establishing effective capital markets infrastructures to facilitate business; in establishing effective legal frameworks for market development and geographic expansion.</p> <p>Some illustrative examples of the impacts of our support for NGOs are provided in our CR Report. Examples of the work that we do for a wide range of clients is featured on our website 'Media Centre'</p>
Environment			
EN1	Materials used by weight or volume	Not material	<p>Clifford Chance is an office-based business and does not consume significant quantities of raw materials.</p> <p>We do however monitor and target reductions in our use of paper.</p> <p>(p28-29 2015 CR Report)</p>
EN2	Percentage of materials used that are recycled input materials.	Not material	Clifford Chance is an office-based business and does not consume significant quantities of recycled materials.
EN3	Direct energy consumption by primary energy source	Not reported	Gas consumption is not available in a consolidated format.
EN4	Indirect energy consumption by primary source	Fully reported	Our total electricity consumption for 2014/15 was 200,222 GJ
EN5	Energy saved due to conservation and efficiency improvements	Fully reported	Overall Energy reduction (Electricity and fuel consumption) from 2012/2013 baseline was 222,015GJ. 2014/2015 consumption was 203,907GJ, resulting in an energy saving of 18,107GJ, or 3.5GJ per FTE

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	Partially reported	Clifford Chance provides legal advice to clients on energy issues. Managing the impact we have on the environment (p28-29 2014 CR Report).
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Partially reported	Managing the impact we have on the environment (p24-27 2015 CR Report). Targets and progress (p28-29 2015 CR Report).
EN8	Total water withdrawal by source	Not material	Clifford Chance is an office-based business; its operations do not therefore have a significant impact on water consumption. A number of offices have a water meter to measure usage.
EN9	Water sources significantly affected by withdrawal of water	Not material	
EN10	Percentage and total volume of water recycled and reused.	Not material	

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not material	Clifford Chance is an office-based business; its operations do not therefore have a significant impact on protected areas, habitats or biodiversity.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not material	
EN13	Habitats protected or restored	Not material	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	Not material	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not material	
EN16	Total direct and indirect greenhouse gas emissions by weight	Partially reported	
EN17	Other relevant indirect greenhouse gas emissions by weight.	Not reported	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Partially reported	Managing the impact we have on the environment (p24-27 2015 CR Report). Targets and progress (p28-29 2015 CR Report).

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
EN19	Emissions of ozone-depleting substances by weight	Not material	Clifford Chance is an office-based business; its operations do not emit significant amounts of ozone depleting substances or other air emissions beyond carbon.
EN20	NO, SO, and other significant air emissions by type and weight	Not material	
EN21	Total water discharge by quality and destination	Not material	Clifford Chance is an office-based business; its operations do not result in significant water discharge.
EN22	Total weight of waste by type and disposal method	Not material	Clifford Chance is an office-based business; its operations do not result in significant amounts of waste.
EN23	Total number and volume of significant spills	Not material	Clifford Chance is an office-based business; its operations do not result in significant spills.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention	Not material	Clifford Chance does not transport, import, export or treat any waste, and therefore no waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	Not material	Clifford Chance is an office-based business; its operations do not result in significant water discharge.
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Partially reported	Managing the impact we have on the environment (p24-27 2015 CR Report). Targets and progress (p28-29 2015 CR Report).
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not material	Clifford Chance is an office-based business; its operations do not result in significant waste packaging.

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	Fully reported	There were no fines or non-monetary sanctions for non compliance with environmental laws and regulations.
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Not reported	Many of our people work on cross-border matters for clients. Our global carbon management database collects data and calculates business travel emissions associated with flights, hotels and rail use.
EN30	Total environmental protection expenditures and investments by type	Not reported	Clifford Chance does not have a dedicated environmental protection budget. However, business functions such as IT and facilities management have remits to improve environmental efficiency and as such have their own budgets.
Labour practices			
LA1	Total workforce by employment type, employment contract, and region	Partially reported	www.cliffordchance.com – 'Gender Statistics'
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Not reported	This information varies by country and is not available in a consolidated format. The gender split across partner, other lawyer and business services teams by geography is available at www.cliffordchance.com – 'Gender Statistics'.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Not reported	This information varies by country and is not available in a consolidated format.
LA4	Percentage of employees covered by collective bargaining agreements	Partially reported	All employees are free to join collective bargaining agreements but the specifics vary significantly from one office to the next, partly dependent on local employment legislation and general practice.

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	Not reported	This information varies by country and is not available in a consolidated format.
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Not material	Clifford Chance is an office-based business; its operations do not give rise to significant health and safety risks. We do however have a clear health and safety policies that apply to all staff and run a number of initiatives supporting employee wellbeing (p12 2015 CR Report).
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region	Not reported	This information varies by country and is not available in a consolidated format. Clifford Chance is an office-based business; its operations do not give rise to significant health and safety risks. We do however have a clear health and safety policies that apply to all staff.
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Not material	Availability of these services varies from one office to the next. A significant number of offices have arrangements on-site or on-call for healthcare and a number of others offer confidential employee counselling. Our London office, the largest in our network provides both services.
LA9	Health and safety topics covered in formal agreements with trade unions	Not material	Clifford Chance does not have any formal health and safety agreements with trade unions.

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
LA10	Average hours of training per year per employee by gender, and by employee category	Not reported	<p>Lawyers and other fee earners:</p> <p>Average male training hours per FTE: 7.06</p> <p>Average female training hours per FTE: 7.67</p> <p>Business services:</p> <p>Average male training hours per FTE: 2.43</p> <p>Average female training hours per FTE: 2.40</p> <p>The firm offers a wide range of training programmes for lawyers and business services teams, see more about our approach to learning at www.cliffordchance.com 'Development' and 'Academy Statistics'.</p>
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Partially reported	<p>Lifelong learning is highly valued at Clifford Chance and is enshrined in our culture, with an emphasis on 'soft skills' as well as the development of technical capabilities.</p> <p>Empowering our people to do their best for our clients (p12-17 2015 CR Report).</p> <p>www.cliffordchance.com 'Academy statistics'</p>
LA12	Percentage of employees receiving regular performance and career development reviews	Partially reported	<p>Clifford Chance has a global appraisal system; we expect everyone in the firm to receive an annual appraisal and track completed appraisal rates, as well as data from the appraisals.</p> <p>In the past year, nearly all partners, lawyers and business services staff had a completed appraisal. We do not currently report any further detail externally.</p>
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Partially reported	<p>www.cliffordchance.com 'How we manage our firm', 'Gender statistics', 'Ethnicity statistics'.</p>
LA14	Ratio of basic salary and remuneration of women to men by employee category	Not reported	<p>This information is not available.</p>

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
Human rights			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Partially reported	<p>We do not currently track investment agreements that include human rights.</p> <p>In considering new contracts, our global procurement function expects prospective suppliers to complete a Supplier Assessment Questionnaire which includes human rights criteria such as:</p> <ul style="list-style-type: none"> ■ employment of underage workers or forced labour ■ safe and healthy work environments for employees ■ provision of appropriate training and personal protective equipment ■ rights of freedom of association and collective bargaining
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Partially reported	<p>Part of the supplier evaluation process is also for suppliers to include their policy documenting as evidence.</p> <p>We expect all suppliers to comply with the applicable laws in the countries within which they operate and this is embedded into our standard Terms and Conditions.</p>
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Partially reported	<p>Many of our lawyers are conversant with human rights standards and/or locally applicable human rights legislation. A number of our lawyers are leading advisers on these issues (see www.cliffordchance.com Business and Human Rights) and a number of our lawyers internationally work pro bono in this arena (see p 23 2015 CR Report and p10, 11 and p25 2014 CR Report.)</p> <p>Clifford Chance operates to strict professional standards which all of our staff are expected and, where appropriate, trained to meet. For all of our legal staff, this includes policies in relation to anti-corruption, money-laundering, legal ethics inter alia. In 2014 a new module covering Business and Human Rights was launched as part of our mandatory Legal and Ethical Training Programme for all of the firm's lawyers globally. This training was positively received. A new module, which will further deepen understanding of the issues, including in relation to the Modern Slavery Act, will be launched during the 2015-16 financial year (see p30 2015 CR Report).</p> <p>Our legal staff are required to meet Continual Professional Development standards in most of the markets where we operate which involves training in relevant areas.</p>

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
HR4	Total number of incidents of discrimination and corrective actions taken	Not reported	<p>This information is not currently available.</p> <p>Clifford Chance has policies in place regarding diversity, dignity and inclusion, equal opportunities, whistle-blowing and anti-bullying and harassment. Clear grievance processes are in place.</p>
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	Partially reported	<p>All employees are free to join collective bargaining agreements but the specifics vary significantly from one office to the next, partly dependent on local employment legislation and general practice.</p> <p>In considering new contracts, our global procurement function expects prospective suppliers to complete a Supplier Assessment which includes such as rights of freedom of association and collective bargaining.</p> <p>We expect all suppliers to comply with the applicable laws in the countries within which they operate.</p>
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	Not material	<p>The nature of our business – providing sophisticated legal advice to leading global organisations – means that child labour, forced or compulsory labour is not a significant risk in any of Clifford's Chance's operations.</p> <p>In considering new contracts, our global procurement function expects prospective suppliers to complete a Supplier Assessment which includes human rights criteria such as the employment of underage workers or forced labour.</p> <p>We expect all suppliers to comply with the applicable laws in the countries within which they operate.</p>
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Not material	<p>We expect all suppliers to comply with the applicable laws in the countries within which they operate.</p>
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	Not material	<p>The nature of our business means we only require personnel to provide standard office security processes at our locations. The majority of these personnel are provided and trained by third party security suppliers.</p>

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Not material	Violation of indigenous rights is not a significant risk in any of Clifford's Chance's operations.
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	Not reported	The firm has a formal human rights policy and work is underway to integrate the policy in a sustainable way across our business and operations globally. This includes working with our risk and client acceptance functions, HR teams and global procurement (p30 2015 CR Report).
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not reported	This information varies by country and is not available in a consolidated format. Clifford Chance has policies in place regarding diversity, dignity and inclusion, equal opportunities, whistle-blowing and anti-bullying and harassment. Clear grievance processes are in place.
Society			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Fully reported	The majority of Clifford Chance's offices undertake pro bono and volunteering work. In our smaller and more recently established locations (Seoul, Casablanca, Qatar, Riyadh, Istanbul, plus in our association in Jakarta with Linda Widyati & Partners) we have not established fully developed programmes. However, our teams in those locations are involved in ad hoc volunteering in support of local communities.
SO2	Percentage and total number of business units analyzed for risks related to corruption	Partially reported	Clifford Chance operates to strict professional standards which all of our staff are expected and trained to meet. This includes policies in relation to anti-corruption, money-laundering, legal ethics, inter alia. The firm has a dedicated Risk team which works with management to identify any possible risk to the firm and to put in place appropriate measures to mitigate those risks. The Risk team undertakes a regular review of risk across every part of the business, including in relation to corruption matters which includes ad hoc visits/reviews of individual offices. All offices are under an obligation to report to the central Risk team any concerns or possible issues relating to corruption.
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	Partially reported	The firm has rolled out a global training programme in relation to anti-corruption which is compulsory for every member of staff (with a very small number of exceptions) and for every partner in the firm. The Risk team is currently monitoring completion status for the training and has a process to chase those who have not completed the training in pursuit of our 100% compliance target.

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GRI indicator	GRI indicator wording	Assessment	Comments and reference
SO4	Actions taken in response to incidents of corruption	Fully reported	No incidents of corruption have been recorded.
SO5	Public policy positions and participation in public policy development and lobbying	Partially reported	Clifford Chance has an international public policy practice. We are active globally in a number of legislative and regulatory areas. The areas in which we are active are largely in relation to specific client mandates. In 2015, we registered with the UK Register of Consultant Lobbyists.
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	Fully reported	No financial political contributions were made by Clifford Chance. Any political contribution must be agreed in advance with our Global and/or US General Counsel. The firm does, from time to time, host or sponsor events with mainstream political parties and related institutions representing a spectrum of interests and views.
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes	Fully reported	There have been no legal actions for anticompetitive behaviour, anti-trust, and monopoly practices.
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	Fully reported	There have been no significant fines or non-monetary sanctions for non compliance with laws and regulations.
Product responsibility			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Not material	Clifford Chance is an office-based business; its operations and services do not give rise to significant health and safety risks.

Our GRI Content Index continued

GRI indicator	GRI indicator wording	Assessment	Comments and reference
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	Not material	Clifford Chance is an office-based business; its operations and services do not give rise to significant health and safety risks.
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Fully reported	In many jurisdictions where the firm operates there are strict standards in force relating to service information. The firm's policy is to comply with these regulations in all jurisdictions in which we practice. All of our communications activity meets these standards.
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	Fully reported	There have been no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Partially reported	The firm regularly undertakes relationship reviews with its most significant global clients and also undertakes reviews of many individual matters. From time to time this is supplemented with formal client studies conducted by third parties.
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Fully reported	In many jurisdictions where the firm operates there are strict standards in force relating to advertising and marketing communications. The firm's policy is to comply with these regulations in all jurisdictions in which we practice. All of our communications activity meets these standards.

Our GRI Content Index continued

GRI indicator	GRI indicator wording	Assessment	Comments and reference
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	Fully reported	There have been no incidents of non-compliance with regulations and voluntary codes concerning marketing communications.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Fully reported	There have been no complaints regarding breaches of customer privacy and losses of customer data.
PR9	Monetary value of significant fines for non compliance with laws and regulations concerning the provision and use of products and services	Fully reported	There have been no significant fines for non compliance with laws and regulations concerning the provision and use Clifford Chance's services.