

# OBJECTIVES & KPIs 2018/19

DOING BUSINESS	
OBJECTIVE	KPIs 2018/19
Embed a consistent, firm-wide culture of individual responsibility for Risk Management.	<ul style="list-style-type: none"> <li>• Run full cycle of review of Strategic Risks</li> <li>• Ensure regional risks are being managed in accordance with local frameworks</li> <li>• Establish a firm wide Compliance Framework</li> </ul>
Equip our people with the training and support to do the right thing, in the right way.	<ul style="list-style-type: none"> <li>• Complete current round of ethical training</li> <li>• Review, update and commission a further round of periodic investment</li> </ul>
Protecting our clients' confidentiality.	<ul style="list-style-type: none"> <li>• Fully embed all recently reviewed data processes</li> <li>• Further evolve our incident and business continuity planning to increase our ability to manage the firm through a significant cyber-attack, including a robust programme of scenario rehearsals</li> </ul>
Support external initiatives which promote responsible and ethical business practices.	<ul style="list-style-type: none"> <li>• Identify opportunities to actively engage with the Institute of Business Ethics</li> </ul>

## PEOPLE

OBJECTIVE	KPIs 2018/19
Improve the gender balance in our partnership, so that women make up at least 30% of our partnership	<ul style="list-style-type: none"><li>• Continue to advance towards the 30% gender balance target and publicly report progress.</li></ul>
Improve the ethnic diversity of our firm	<ul style="list-style-type: none"><li>• Develop and roll out a global strategy for appropriate targets for ethnic diversity in the partnership and continue to publicly report ethnic diversity across the global firm.</li></ul>
Improve the alignment our learning and development programmes with our vision and strategy	<ul style="list-style-type: none"><li>• Develop a leadership development programme for partners which includes learning around inclusive leadership.</li></ul>
Support our people in increasing their resilience	<ul style="list-style-type: none"><li>• Continue to embed a more global approach to wellness and resilience awareness-raising programmes, particularly leveraging learnings from the UK resilience programme.</li></ul>

## COMMUNITY

OBJECTIVE	KPIs 2018/19
Continue to develop pro bono and community outreach opportunities in business-critical regions	<ul style="list-style-type: none"> <li>• Number of new pro bono mandates in the Americas and Africa</li> <li>• External validation of our pro bono work</li> </ul>
Continue to undertake pro bono and community outreach work that strengthens the capabilities of our people and our relationships, and maximises the value we add to our pro bono clients' capacity to achieve their mission	<ul style="list-style-type: none"> <li>• Pro bono involvement in innovative services and products, e.g. fintech and social business solutions</li> <li>• The number of our people who are serving on the boards of not-for-profit organisations</li> </ul>
Continue to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs. Collaborate with our clients on projects for these NGOs	<ul style="list-style-type: none"> <li>• The number of clients and significant civil actors with whom we collaborate</li> </ul>
Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams. Our pro bono and community outreach practice will provide all of our people, at all levels with the opportunities to practice and enhance the skills that are key to their development, making them more effective and well-rounded	<ul style="list-style-type: none"> <li>• The number of mandates where skills enhancement is recognised as one of the returns and the number of people involved in those mandates</li> </ul>
Continue to develop and refine our capability and that of our clients, to support effectively the widest range of civil society organisations, from small community-based organisations to international NGOs	<ul style="list-style-type: none"> <li>• In-kind (hours) and direct financial investment in our pro bono and community outreach work</li> <li>• The number of people helped by the NGOs we work with, as a result of our support for them</li> <li>• The proportion of our pro bono and community outreach mandates, and Clifford Chance Foundation grants, that contribute to the achievement of the Sustainable Development Goals</li> </ul>

## ENVIRONMENT

OBJECTIVE	KPIs 2018/19
Gather and analyse systematic data on our environmental performance across our business	<ul style="list-style-type: none"> <li>• Ensure accurate reporting of all global data is monitored and analysed</li> </ul>
Set standards of environmental performance for all offices and monitor achievements as a commitment to continuous improvement	<ul style="list-style-type: none"> <li>• Set, measure and monitor local targets and initiatives</li> <li>• Participate in UN World Environment Day</li> <li>• Conduct at least one local environment awareness campaign a year</li> </ul>
Continue to reduce energy consumption	<ul style="list-style-type: none"> <li>• Reduce scope 1 and 2 emissions by 5% from 2017/18 baseline per FTE by 2021</li> </ul>
Reduce paper consumption	<ul style="list-style-type: none"> <li>• Reduce procurement of paper by 10% per FTE from 2017/18 baseline by 2021</li> </ul>
Minimise waste	<ul style="list-style-type: none"> <li>• Improve waste segregation in all offices</li> </ul>
Monitor and reduce water consumption	<ul style="list-style-type: none"> <li>• Implement a means of measuring water consumption</li> </ul>
Improve employee engagement	<ul style="list-style-type: none"> <li>• Develop local and global communications strategies</li> <li>• Ensure reporting data is inclusive and accurate</li> </ul>
Extend our sustainability	<ul style="list-style-type: none"> <li>• Promote local initiatives to protect our surrounding environments and habitats</li> </ul>