

OBJECTIVES & KPIs 2020/21

DOING BUSINESS	
OBJECTIVE	KPIs 2020/21
Equip our people with the training and support to do the right thing, in the right way	<ul style="list-style-type: none"> • Progress comprehensive programme of activities to enhance our ethical culture • Develop and deliver internal communications programme to ensure expectations and support available are understood by all our people • Roll out ABC training piloted with Africa Group for other regions
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	<ul style="list-style-type: none"> • Continue to test and embed our cyber response plan • Ensure operational risk and resilience strategy is understood and embedded globally • Review learnings from Covid-19 experience to inform our future risk and resilience practices • Develop Operational Resilience Framework to pull together all of the work to date • Implement Fusion as the platform for managing Operational Resilience • Run a programme of operational resilience exercises across offices
Closely manage responsible business risks through review and negotiation of Client Terms required by clients	<ul style="list-style-type: none"> • All Client Terms fully reviewed and approved by Central Risk team before being accepted

PEOPLE

OBJECTIVE	KPIs 2020/21
<p>Improve the gender balance in our partnership</p>	<ul style="list-style-type: none"> • Report against the regional and leadership group gender balance targets announced in 2020 and detail reasons for progress or lack of progress • Establish more Accelerate>>> affinity groups across our offices, increase regional connectivity and build regional Accelerate>>> structures • Review and report on local and global recruitment gender progress
<p>Improve the ethnic diversity of our firm</p>	<ul style="list-style-type: none"> • Report against the regional and leadership group ethnicity balance targets announced in 2020 and detail reasons for progress or lack of progress • Establish more REACH affinity groups across our offices, increase regional connectivity and build regional REACH structures • Engage an third party expert to audit the Partner Selection process
<p>Improve LGBT+ inclusion in our firm</p>	<ul style="list-style-type: none"> • Report against the global LGBT+ balanced targets announced in 2020 and detail reasons for progress or lack of progress • Engage with regional leadership and Arcus groups to, where strategically appropriate, establish regional LGBT+ partner targets • To establish more Arcus affinity groups across our offices, increase regional connectivity and build regional Arcus structures
<p>Increase the alignment of our learning and development programmes with our inclusion strategy</p>	<ul style="list-style-type: none"> • Develop and deliver active inclusion training to the firm • Develop and implement a inclusion training schedule that maximises the amount of people who complete the training • Ensure all leadership groups receive active inclusion training • Make inclusion a key component of milestone learning such as the Senior Associate Course, New Partners Course and Future Leaders Programme • Increase the volume of reverse mentoring in the firm and increase transparency of the amount of reverse mentoring taking place. Report on reverse mentoring of leaders in the firm • Develop a global programme of Inclusion 'Lunch and Learns' to raise awareness and understanding within the firm

PEOPLE (cont'd)

OBJECTIVE	KPIs 2020/21
Increasing awareness of resilience and wellbeing support	<ul style="list-style-type: none">• Leverage the work of the Global Wellbeing Group to increase our learning delivery around wellness, resilience and mental wellbeing• Improve our absence reporting in order to flag wellness issues proactively including: (1) global exit interview reporting, (2) Workday absence reporting• Reinvigorate Career Development Mentoring across the global firm and broaden to include business professionals• Increase awareness and encourage acceptance and engagement of the Firm's global Employee Assistance Programme through continued communication and targeting areas of specific interest in each location. Aim to increase engagement levels with increased communication to supplement a continuation of the support already provided in each location
Improve inclusion of disability within our firm	<ul style="list-style-type: none">• Establish more disability affinity groups around our global network to understand better our colleagues' experiences and to progress towards the commitments we have made as part of Valuable 500

COMMUNITY

OBJECTIVE	KPIs 2020/21
<p>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</p>	<ul style="list-style-type: none"> ● Pro bono involvement in innovative services and products, e.g. fintech, sustainability and social business solutions ● Number of mandates and other activities connected to charity governance and human rights in sport ● Number of strategic pro bono relationships that exemplify our theory of change ● The number of our people who are serving on the boards of not-for-profit organisations
<p>Continue to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs.</p> <p>Collaborate with clients on projects for these NGOs</p>	<ul style="list-style-type: none"> ● The number of global strategic pro bono and community outreach relationships, specifying the number with an environmental focus, and the number of projects within these relationships ● The number of clients and significant civil actors with whom we collaborate
<p>Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams, effectively supported by the pro bono team</p> <p>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</p> <p>Support the delivery of the firm's diversity and inclusion programme and the enacting of the firm's values</p>	<ul style="list-style-type: none"> ● The proportion of lawyers who reports skills enhancement as one of the benefits of doing pro bono work and satisfaction with the support provided by the pro bono team ● The number of diversity and inclusion related pro mandates
<p>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</p>	<ul style="list-style-type: none"> ● The number of offices with a relationship with a local school or educational institution ● In-kind (hours) and direct financial investment in our pro bono and community outreach work ● The number of people helped by the NGOs we work with, as a result of our support for them ● 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

ENVIRONMENT

OBJECTIVE	KPIs 2020/21
Gather and analyse systematic data on our environmental performance across our business	<ul style="list-style-type: none"> ● Ensure accurate reporting of all global data is monitored and analysed
Set standards of environmental performance for all offices and monitor achievements as a commitment to continuous improvement	<ul style="list-style-type: none"> ● Set, measure and monitor local targets and initiatives ● Participate in UN World Environment Day ● Conduct at least one local environment awareness campaign a year
Continue to reduce energy consumption	<ul style="list-style-type: none"> ● Reduce scope 1 and 2 emissions by 5% from 2017/18 baseline per FTE by 2021
Reduce paper consumption	<ul style="list-style-type: none"> ● Reduce procurement of paper by 10% per FTE from 2017/18 baseline by 2021
Minimise waste	<ul style="list-style-type: none"> ● Improve waste segregation in all offices
Monitor and reduce water consumption	<ul style="list-style-type: none"> ● Implement a means of measuring water consumption
Improve employee engagement	<ul style="list-style-type: none"> ● Develop local and global communications strategies ● Ensure reporting data is inclusive and accurate
Extend our sustainability	<ul style="list-style-type: none"> ● Promote local initiatives to protect our surrounding environments and habitats