

PEOPLE

THE CLIFFORD CHANCE ACADEMY

| NUMBER OF BUSINESS SKILLS TRAINING COURSES* | | | | |
|---|-------------|------------|------------|------------|
| REGION | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
| Americas | 0 | 41 | 64 | 57 |
| Asia Pacific | 4 | 51 | 52 | 75 |
| MEA | 4 | 13 | 21 | 13 |
| CE | 100 | 138 | 148 | 157 |
| UK | 117 | 230 | 208 | 214 |
| India | 277 | 49 | 74 | 87 |
| Virtual Classroom (Global) | 635 | 75 | 18 | 5 |
| Total | 1137 | 597 | 585 | 608 |

| PARTICIPANT RATING OF ACADEMY COURSES | | | | |
|---------------------------------------|------------|------------|------------|---------|
| AVERAGE SATISFACTION SCORE | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
| (Out of 5) | 4.6 | 4.7 | 4.7 | 4.7 |

| NUMBER OF PARTICIPANTS IN GLOBAL ACADEMY COURSES | | | | |
|--|--------------|--------------|--------------|--------------|
| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
| Lawyers/ fee earners | 4392 | 2928 | 3166 | 3224 |
| Business professionals / non fee earners | 2795 | 1664 | 1192 | 1217 |
| Total | 7,187 | 4,592 | 4,358 | 4,441 |

| PARTICIPANT TRAINING HOURS ONLINE TRAINING | | | | |
|--|---------------|---------------|---------------|---------------|
| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
| Elearning** | 11,381 | 10,383 | 13,109 | 12,566 |
| Training videos*** | 4,451 | 6,300 | 4,880 | 3,357 |
| Total | 15,832 | 16,683 | 17,989 | 15,923 |

| FTE PER FY | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 | 2015/16 | 2014/15 |
| Total | 5,920 | 5,994 | 5,875 | 5,632 | 5,707 | 5,773 | 5,747 |

| AVERAGE HOURS OF TRAINING PER FTE PER TRAINING TYPE | | | | |
|---|-------------|-------------|-------------|-------------|
| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
| Elearning** | 1.92 | 1.73 | 2.23 | 2.23 |
| Training videos*** | 0.75 | 1.05 | 0.83 | 0.6 |
| Total | 2.67 | 2.78 | 3.06 | 2.83 |

* Academy + Local (classroom + remote)

** Academy elearning courses + 'Talking Heads' knowledge sharing videos (number of hrs viewed) + external webbased licences (hrs spent online)

*** figures from David Adams (PA developed videos), number of hours viewed – LEGAL TRAINING

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TOTAL NUMBER OF LEGAL SKILLS TRAINING COURSES*

| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
|-------------------------|---------|---------|---------|---------|
| Total number of courses | 1,190 | 1,426 | 1,306 | 1,087 |

NUMBER OF NEW BUSINESS SKILLS COURSES

| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
|-------------------------|---------|---------|---------|---------|
| Total number of courses | 38 | 28 | 16 | 31 |

AVERAGE HOURS OF TRAINING BY GENDER (FEE EARNER) NB

| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
|--------|---------|---------|---------|---------|
| Male | 4.38 | 6.99 | 7.18 | 7.47 |
| Female | 5.83 | 5.26 | 8.4 | 8.91 |

AVERAGE HOURS OF TRAINING BY GENDER (BUSINESS PROFESSIONALS) NB

| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
|--------|---------|---------|---------|---------|
| Male | 1.60 | 2.01 | 1.83 | 1.97 |
| Female | 2.00 | 1.05 | 2.05 | 1.97 |

AVERAGE HOURS OF TRAINING BY JOB TYPE NB

| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
|---|---------|---------|---------|---------|
| Lawyers/fee earners | 5.04 | 6.08 | 7.72 | 8.11 |
| Business professionals /non fee earners | 1.86 | 1.81 | 1.97 | 1.97 |

NUMBER OF CLASSROOM COURSES****

| | 2020/21 | 2019/20 | 2018/19 | 2017/18 |
|-------------------------|---------|---------|---------|---------|
| Total number of courses | 2,327 | 2,023 | 1,891 | 1,695 |

* Academy + Local (classroom + remote)

*** figures from David Adams (PA developed videos), number of hours viewed – LEGAL TRAINING

****Academy + Local (business skills + legal) NB excluding remote NB Global Academy classroom + remote (instructor led)