

CLIFFORD  
CHANCE

INCLUSION REPORT 2021

**BECOMING  
AMBASSADORS  
FOR CHANGE**



## INCLUSION REPORT 2021

At Clifford Chance, inclusion is a core value of our firm and of the law itself. It is rooted in the oldest traditions of the law's commitment to equal status and standing for all people. It is also a business imperative to provide the best and most innovative solutions for our clients, and we need teams that draw on a diversity of thought and experience.

Inclusion is a core part of our identity. Our history as a firm has been anchored in innovative and diverse cultures and approaches which have both disrupted traditional attitudes and set global standards. We believe that to help achieve these values we have to be champions of, and campaigners for them across our firm, with our clients, and in the world.

[Find out more here](#)

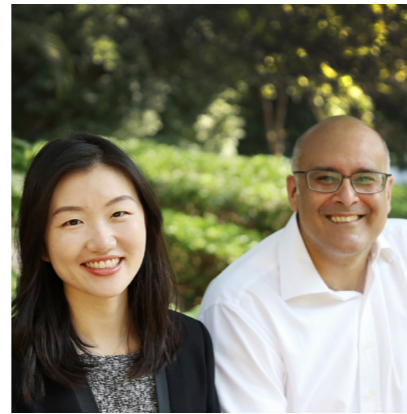


“ A value that you don't demonstrate is a secret – if you believe in something you have to campaign for it. Each one of us is the most effective ambassador for change in our own space. ”

**Tiernan Brady**  
Global Director of Inclusion

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# INTRODUCTION

## INCLUSION: KEY TO OUR SUCCESS



**MATTHEW LAYTON**  
Global Managing Partner

Inclusion is both a core value and a business imperative. In pursuit of our Vision at Clifford Chance to be the Global Law Firm of Choice, it has been a priority for me to see inclusion embedded at the heart of every aspect of our business and every decision we make.

Throughout another year of uncertainty, we have seen this demonstrated time and time again by our people in every corner of our firm. The pandemic has continued to change how we live and work with each other, our clients and our suppliers and business partners. Despite all the challenges, our people have continued to deliver great campaigns for inclusion, and the energy they have brought to those campaigns has sustained and connected us in the face of prolonged and continuing periods of physical separation for many.

As we look ahead to what we may achieve in 2022, during which I will pass the baton to our next global managing partner Charles Adams, I can't help but reflect on my tenure in the firm's leadership and the privilege it has been to watch and be part of the firm's steadfast commitment to inclusion and its people.



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”

**MATTHEW LAYTON**  
Global Managing Partner



Matthew Layton with fellow speakers and delegates at 2021's Women's Forum for the Economy & Society in Paris.

From the perennially inspiring Arcus Pride Art to the launch of our values-led Code of Conduct; from our award-winning reverse mentoring programmes to the deep gratitude I feel personally for my exceptional reverse mentors over the years; from celebrating more and more people in our firm who have been recognised publicly for stepping up and speaking out for inclusion to the launch of our ambitious global and regional inclusion targets; and from seeing our flagship pro bono initiative Cornerstone, that I launched in 2018, making a tangible difference to the wellbeing of communities in Kigali, Rwanda, to never tiring of the stories our own people tell of their work defending human rights and the rule of law across the globe, I know first-hand that our inclusive values run deep and together we are committed to effecting change for the better.

Over these years inclusion has moved from being something we did alongside our work to something that lies at the heart of how we work and engage with each other. That shift has been transformative and is crucial to our future success.

As ever, there is more to do – at a global and regional level – to deliver our strategy to ‘change the rules, change the culture, change the lived experience’ and be the truly inclusive firm that we want to be for all our people.

Inclusion is central to how we think about all aspects of how we develop talent and support career development in our firm, so that our people achieve their ambitions and thrive throughout their career journey.

This is particularly important as we look forward, after the pressures of this year (and the last). We must keep our eyes and ears open to understand what matters to our colleagues and our clients, building on the learnings of their experiences of the recent past and what lies ahead, and ensuring every voice is heard and supported.

The stories captured in this report are a welcome reminder that we all have the opportunity to be ambassadors for respect and inclusion in our own spaces and for the culture we want to live in. The part we play may be big or small, personal or professional – the scope is limitless. Together, I am confident that we will continue to make a very real difference to our people and to our future generations at Clifford Chance, to our clients, and in our local communities, wherever we are in the world.

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**MATTHEW LAYTON**  
Global Managing Partner

# INCLUSION IS FOR ALL OF US



**TIERNAN BRADY**  
Global Director of Inclusion



*Tiernan Brady speaking at the REDI organisation's LGBT+ inclusion event in Madrid with Izaro Assa de Amillbia of BBVA and Michelle Kempton.*

The goal of inclusion in our firm is to deliver an equal experience and opportunity for all of us. If people perceive inclusion to be about someone else, or somewhere else, then it is not delivering on that goal.

It is something that we believe is a core value of the firm and our commitment to our people, a core value of the law, and an essential ingredient

in our collective success as a firm. It is not a luxury item we wheel out for special days nor is it something that sits anywhere on the political spectrum. It is for everyone. It is about building a culture where we are treated with the respect and dignity that each of us deserve knowing that when we build that culture we will deliver an experience that we can all enjoy and thrive in. As a firm our

commitment is that we will continue to change the rules, change the culture and change the lived experience to deliver that inclusive experience that everyone is entitled to.

The great news is that people in the firm agree with that in huge numbers. 86% of our people agreed that the firm values inclusion in our most recent global engagement survey.

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Inclusion is for all of us. If it isn't then it isn't inclusion at all.

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**Tiernan Brady**  
Global Director of Inclusion



*Hong Kong colleagues campaigning for LGBT+ equality.*

That awesome level of support was made clearly visible throughout the year by so many of our people across the firm as they built inclusion campaigns that brought us together and brought life to our values. The #Wethe15 and #PurpleLightUp campaigns by our Enable network, the launch of our REACH network in Continental

Europe, our #Choose to Challenge campaign for gender equality, the wonderful images from Wear it Pink for LGBT+ equality in Asia-Pacific, the brilliant program of events to mark Black History Month by the UK REACH network and so many more helped build and sustain our culture.

These campaigns are not incidental moments, luxury items or distractions from our work or our culture. They are the essential building blocks of inclusion and our culture. Our culture is not something that just happens – it has to be built, campaigned for and championed at all times.

Inclusion is not inevitable nor is it even likely unless each of us plays our part in making that happen. That campaigning was all the more needed and impressive as so many of us faced another year where we were working apart from each other. To all those who have done so much to devise, build or attend all those campaigns and countless event I say thank you – they are the reason we have such levels of support for inclusion.

With such high levels of support for inclusion from our people our next step is to help each of us become great ambassadors for it. Each of us are campaigners for our values every day in how we engage with others and the example we set. If we only silently support inclusion in our head then it is a secret that no one else knows and brings about no positive change. You cannot expect people to presume you have a set of values when life outside our offices has taught people to presume the opposite may be true. Each of us must demonstrate these values because no one is a better ambassador for your values than you.

This report celebrates a tiny fraction of the amazing people in our firm who have been demonstrating their values. I hope you enjoy reading about our friends and colleagues and I hope you take as much inspiration from them as I do every day.

Like I said, inclusion is for everyone, but it will also take all of us to make it happen.

Enjoy their stories.

“  
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Tiernan Brady  
Global Director of Inclusion



Our goal is to deliver an equality of opportunity, an equality of aspiration and an equality of experience to everyone who works in our firm. We recognise that a true diversity of talent and experience is an essential ingredient to our success.

# IN OUR FIRM

## HIGHLIGHTS THIS YEAR



LAUNCHED **NEW REACH (RACE EQUALITY AND CELEBRATING HERITAGE) NETWORKS** IN CONTINENTAL EUROPE, MIDDLE EAST AND AUSTRALIA



NAMED AMONG 2021 WINNERS OF THE **IBA GROUP MEMBER AWARDS FOR EUROPE AND AFRICA** FOR OUR WORK TO ERADICATE BULLYING AND HARASSMENT



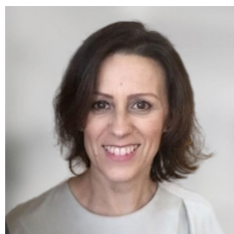
EXCEEDED OUR **UK LGBT+ PARTNER TARGET AHEAD OF SCHEDULE**

# ENABLING GLOBAL CHANGE

Enable, our vision and strategy to raise awareness of visible and non-visible disabilities and the diversity of working needs and to debunk the myths and stigmas surrounding the term ‘disability’, has evolved significantly. Co-chair of Enable Ashika Patel and Translation Services Officer Teresa Reja explain why the work Enable is delivering is important to them and the firm.



**ASHIKA PATEL**  
Senior HR Manager



**TERESA REJA**  
Translation Services Officer

Enable is our global affinity network, which aims to create the right culture and environment for colleagues with a disability (visible or non-visible, including mental health), long-term injury or condition, or who simply require a workplace adjustment, to thrive, providing a safe, inclusive and open environment for them to talk about their lived experience.

Having started life as the UK Disability Action Group in 2019, the network rebranded as Enable in December 2020 and has since gone from strength to strength, with chapters being launched in Asia Pacific, Americas, Amsterdam and Spain. In just over two years, it has grown from a small group of individuals in the UK to a global network providing education and support worldwide.

Its strategy comprises four pillars: raising awareness, career development and opportunities, workplace adjustments and engagement. Over the last year, Enable has leveraged its partnership with disabled networking and professional development hub PurpleSpace to help the firm understand colleagues’ lived experience and to reposition its focus areas to help drive disability inclusion..

One of the key areas of focus – and at the heart of Enable’s strategy – is creating a safe space for colleagues to share their experiences, as Co-chair of Enable Ashika Patel explains.

“At Clifford Chance, we want to let people play to their strengths and that means creating the right culture and environment for them to succeed,” she says. “Enable provides the building blocks for us to continue to build disability confidence from the inside out.

“So as part of our global strategy, we’ve been focused on understanding our colleagues’ lived experience and ensuring they are supported. To help us achieve that, we’ve led the most successful internal story campaign – Enable: MyLivedExperience – which has successfully raised awareness of visible and non-visible disabilities and the diversity of working needs across our organisation.”



Donna Lucas and Ashika Patel campaigning on International Day for Persons With Disabilities.

## GLOBAL ENABLE STRATEGY COMPRISES FOUR PILLARS



Raising Awareness



Career Development and Opportunities



Workplace Adjustments



Engagement

The storytelling campaign features people across the firm talking about their experience and what it means for them in their day-to-day role at Clifford Chance, and, more recently, has been launched externally as part of our 2021 #PurpleLightUp campaign. Translation Services Officer Teresa Reja, who is the Madrid office's Enable champion, was instantly inspired when she heard of the campaign and contacted the network immediately to share her story.

"It took me around three seconds to get in touch," she says. "A few colleagues in Madrid are aware of my story, but I really wanted to share it with the wider world and open people's minds to the experience of living with disability.

"In my case, it is my son Alejandro who was born with Down's Syndrome and suffers a long list of related issues including hypotonia, postural problems and speaking difficulties. Unless you're living through it, you can't really understand how challenging it is. Enable offered me the right place to share this at the right time for me.

"The reaction I got from people around the firm was amazing – I got so many positive comments and emails, which was something I really needed so I'm delighted I got involved."

Ashika explains listening has been a key theme for the network from the beginning.

"We started the network to listen to the lived experiences of our colleagues and drive positive change. We realised following some of our initial conversations with colleagues that there are many experiencing challenges on a day-to-day basis we never get to hear about and therefore are not able to provide the right adjustments to allow them to succeed.

"We are still on a journey, but the network has allowed us to change that for the better and start to address the processes and controls we have in place to support persons with disabilities. Even after the rebrand, listening and understanding remain key."

According to Teresa, there is still a lot of work to be done to change people's mindset and attitudes towards persons with disabilities.



*Teresa Reja from our Enable network in Madrid.*

## #WeThe15, a global human rights campaign

to raise  
awareness of

# 15%

of the people in  
the world  
(around 1.2 billion  
people) with  
a disability.



*Our Germany team during #PurpleLightUp.*

“Alongside colleagues from other firms, we are working with the legal-economic Foundation Fide in Spain,” she says. “This includes reverse mentoring university students with disabilities who are attending to a two-year course in ‘Law assistance’. Through this work, we are gaining an insight into how persons with disabilities are treated, which is often with too much sensitivity when they just want to be treated as normal. At the same time, this is also helping raise awareness among our colleagues.

“That’s why it’s so important people come forward and share their experiences through Enable. We can only gain a deeper understanding through listening and becoming more aware.”

Judging by the reaction internally, there is a real appetite throughout the firm to learn and understand more.

“Interest in the MyLivedExperience initiative ballooned over the last year,” says Ashika. “And the feedback has been incredibly positive. For me,

one of the most heartening things to come out of this is that we made a space in which colleagues felt comfortable enough to share and some have since contacted us with their personal stories that they’ve never shared before, including getting diagnosis.”

The campaign’s internal success has given the network the confidence to make further external commitments too. That includes joining #WeThe15, a global human rights campaign

to raise awareness of the 15% of the world population (around 1.2 billion people) with a disability. This has allowed us to leverage the relationships we have with the International Paralympic Committee and Invictus Games, both of which are managed by James Cranston of our Sports Industry Group, and our partnership with TheValuable500.

“We’ve also had several clients reach out to us to see how they can collaborate with us,” adds Ashika. “Over the coming months, we will be increasing our external focus because, if we can gain some influence in society through further partnerships, we have a great opportunity to have a real positive impact in this space. We’re still on a journey, but our commitment to disability inclusion is ongoing: a permanent campaign.”

Teresa is also enthusiastic about what the future holds for Enable and is hoping her experience can inspire others to get involved.

“We’ll be working with the global Enable network and hope to collaborate with other institutions to make society more inclusive,” she says. “My personal view is that sharing your experiences in a way that is comfortable for you has an enormous benefit to those around you and beyond, allowing them to understand what you experience on a day-to-day basis and things they can do to support you. If we want our society or our workplace to be a place where everyone can thrive, then we all have an important role in making that happen.”

“

At Clifford Chance, we want to let people play to their strengths and that means creating the right culture and environment for them to succeed.

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Ashika Patel  
Senior HR Manager

# ADVANCING NETWORKING WITH BUBBLES

London Associates Deon Fang and Golshan Mahdi-Nau welcome a new UK initiative to help ethnic minority colleagues progress.



**DEON FANG**  
Associate, London



**GOLSHAN MAHDI-NAU**  
Associate, London



**MAXINE PURCELL**  
Assistant Practice Area Manager, London

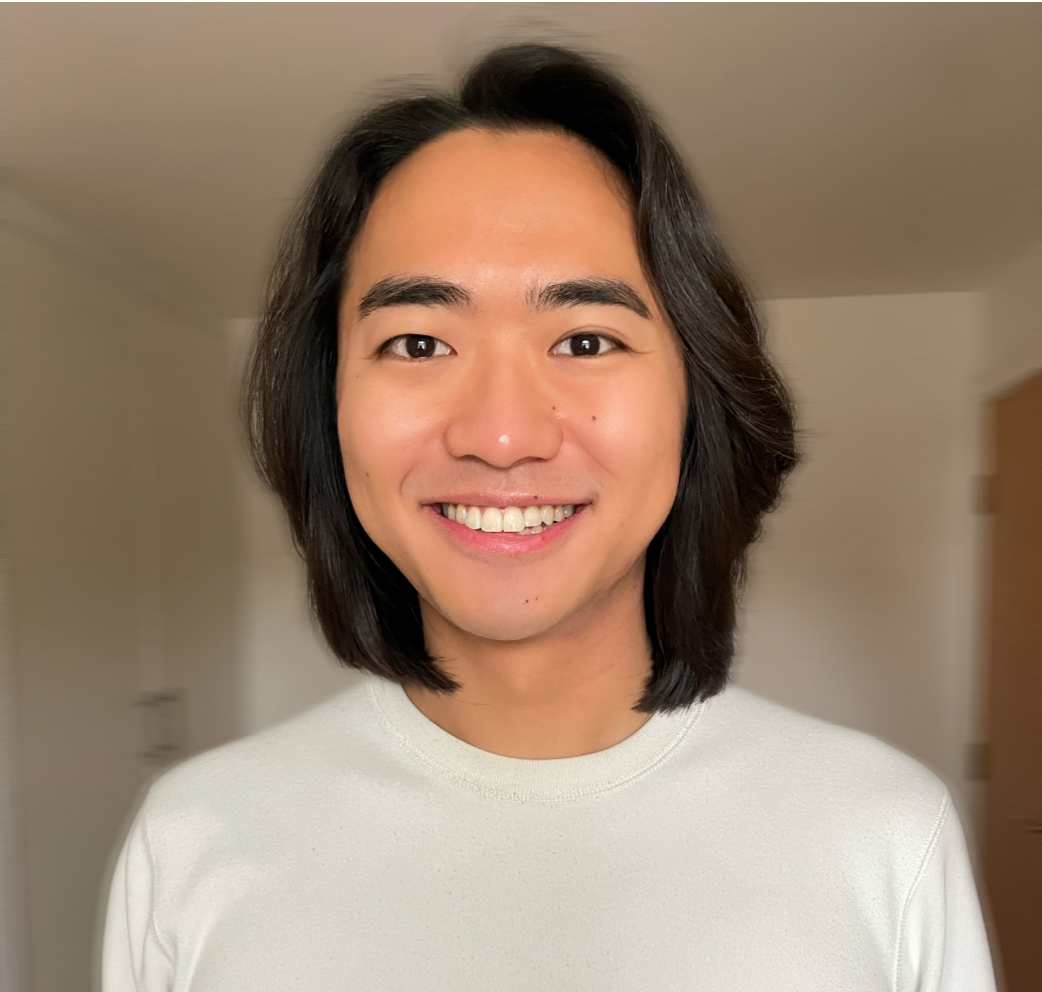
We are committed to asking ourselves how we can change our behaviour to become more inclusive and, following a series of focus groups in the UK run by diversity consultants Delta Alpha Psi, the firm's UK Race Equality and Celebrating Heritage (REACH) network launched the Bubbles initiative.

Bubbles were introduced to support the career development and growth of our ethnic minority colleagues. Bubbles are small groups led by senior colleagues that provide a source of informal advice and mentorship for more junior members of the firm.

Bubbles consist of up to four people that meet every six weeks and are designed to be intimate enough to enable colleagues to open up about their experiences. They are led by partners, senior associates or executive managers, the majority of whom are from ethnic minority backgrounds and are trained in coaching, mentoring and race fluency, which gives them a better understanding of systemic race-related barriers so they can conduct more meaningful discussions about successfully navigating your career as an ethnic minority.

Deputy Co-Chair of the UK's REACH network Maxine Purcell says: "The focus groups found we needed more senior role models and we had to improve visibility at the top for ethnic minority colleagues and boost the availability of career feedback and support."

Bubbles were introduced to support the career development and growth of our ethnic minority colleagues.



Deon Fang

“We also identified the point at which we were losing ethnic minority talent which highlighted the importance of focusing on career development. That’s one of the reasons why we launched Bubbles.”

In essence, Bubbles replicate the informal career support networks that the Delta Alpha Psi findings showed that ethnic minority colleagues are less likely to have by creating a forum for members to seek guidance, share experiences, get confidential support to address any challenges they face and develop strategies to achieve their professional goals.

“I wanted some impartial work-related advice and, through my Bubble, I was able to speak to one of the Partners,” says Associate Golshan Mahdi-Nau. “It was great to be able to discuss this with someone senior who isn’t directly linked to my career progression and to feel comfortable enough to do that. My Bubble provides an environment in which I can talk about things openly without trying to impress, which I might want to do if I were speaking to someone in my department.”

“It’s also great to have a group in which I’m happy to talk about my lived experiences as someone from an ethnic minority background with people who have similar perspectives.”

Associate Deon Fang has appreciated the way his Bubble has brought together people from different departments and enabled connections that would not otherwise have happened.

“It’s been really valuable in terms of opening up a channel of communication,” he says. “It allows you to reach out to someone who isn’t a member of your team and makes the firm feel more cohesive.

“For me, it’s been great being connected with a senior member of the firm who is obviously doing really well at work but is also interested in developing more junior colleagues. To be able to just step into his office and talk to him if anything comes up has been really valuable.”

Both believe community building has played a leading role in the initiative’s success so far.

“While a lot of the work we do is quite action-oriented, the Bubbles are different,” adds Deon. “They have carved out a space that is explicitly geared towards community, informal connection and discussion.

And despite having a number of suggested topics for meetings, what we talk about is very much driven by the members of the group.”

For Golshan, the Bubbles have also provided valuable support during periods of working from home.



*Golshan Mahdi-Nau with his dog (and fellow advocate) Paddy.*

“Knowing you’re going to be meeting on a regular basis can be really helpful, especially if you’re feeling isolated due to remote working,” he says. “Having that continuity, sense of community and knowledge you can contact the Bubble lead at any time has also been reassuring.”

While both have already benefitted from being Bubble members, Deon and Golshan believe the initiative is good for the firm too.

“Bubble leads meet to discuss any trends they’re seeing, so it’s a great way for them to keep their

fingers on the pulse of what’s going on at a junior level and use those perspectives to think of the kind of practical solutions they are senior enough to implement,” says Golshan.

Deon agrees, saying: “Giving senior people an insight into what’s happening can be really valuable for them but it’s also helpful for those of us junior colleagues from ethnic minority backgrounds to have an avenue for any concerns to be heard as we progress in the firm. I think it’s brilliant we have this kind of community-oriented diversity initiative and I’m sure it will continue to grow in the future.”

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**Golshan Mahdi-Nau**  
Associate, London

## AWARD-WINNING REVERSE MENTORING

Taking the classical approach to mentoring and turning it on its head has moved diversity issues further up the agenda. Germany's Reverse Mentoring programme champion Anna Thwaites explains how it is helping foster a more inclusive culture at the firm.



**ANNA THWAITES**  
Reverse Mentoring programme  
champion, Germany



*Anna Thwaites and inclusion advocates at the firm's 2021 Pride Art exhibition in Germany.*

A global initiative for a number of years, the Clifford Chance Reverse Mentoring programme has recently gained more traction in Europe and nowhere more than in Germany, where it has won a prestigious award for diversity and inclusion.

Judges in the country's economic weekly magazine *Wirtschaftwoche's* Best of Legal Awards praised the programme for being interdisciplinary, more creative about the mentor/mentee relationship and digitally enabled, allowing it to run throughout lockdowns while other similar programmes had ground to a halt.

"A lot of diversity programmes focus on trying to fix issues, but ours is different," says Counsel Anna Thwaites, who has been championing the programme in Germany. "It's about allowing an open exchange and a trustworthy atmosphere for our senior leadership to learn from our junior members about many different types of lived experience and for our more junior people to gain insights from a senior member's years of experience."

"The aim is to sensitise our leadership team to diversity and inclusion issues, whether those relate to LGBT+, gender, ethnicity and cultural heritage or disability, so we generate a more inclusive atmosphere at work and to have our leaders looking critically at our existing systems and structures to identify what can be done differently in future."

The firm has long recognised the benefits of diversity and inclusion and clients expect advice from the best possible team, which experience has shown is usually drawn from diverse backgrounds.

“

Having a programme like this shows clients we are investing in areas we believe are important, developing our diverse talent, offering opportunities for junior people to engage directly with senior members of the firm and enabling our senior members to learn from our diverse workforce.

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**ANNA THWAITES**  
Reverse Mentoring programme  
champion, Germany

“Having a programme like this shows clients we are investing in areas we believe are important, developing our diverse talent, offering opportunities for junior people to engage directly with senior members of the firm and enabling our senior members to learn from our diverse workforce,” says Anna.

To galvanise interest in Germany, Anna worked with a range of stakeholders including the HR team, the Diversity & Inclusion Manager and the firm’s affinity networks to put together an offering that would make it easier for people to take part, backed by an effective awareness campaign that ultimately led to more people signing up. There are currently around 20 tandems in operation in Germany, with more due to start soon, so it compares well with the programmes being run in much larger offices. Anna attributes this relative popularity to the programme’s structure and the positive feedback being shared by those who have taken part.

“In Germany, the programme is perhaps more structured than elsewhere,” Anna adds. “We have a mentor matching app to make it easy for people to sign up and we have a team that puts significant thought into who would be appropriate for each of the tandems, taking into account the expressed wishes of mentees, language preferences and personalities. We support each cohort during the 12-month programme, with kick-off meetings, reflection sessions and a media library of resources to stimulate discussions in the tandems.

“We don’t limit the programme to junior staff up to a particular level and senior staff above a degree of seniority either. In fact, our experience has shown that, when the seniority gap between the mentor and mentee is not too large, there can often be more valuable learnings for both members.”

Participants in the programme have praised the openness with which discussion topics are handled during the regular tandem meetings and appreciate the level of respect brought to the table around how these topics affect people differently.

The programme has given senior leaders a unique opportunity to have a direct exchange with people who have a different lived experience in the firm, which has enabled them to think differently about what they’re doing.

“This has had almost a domino effect on people signing up,” says Anna. “We have seen instances where some partners we wouldn’t necessarily expect to be interested in the programme saying ‘I’ve not done this before in my time at Clifford Chance, I’ll try it.’

“For more junior members, having the opportunity to have one-on-one time with a senior, experienced member of the firm is invaluable. But it’s also primarily an opportunity for our junior people to speak about issues that are really important to them, to have a voice, to be heard and to be able to win allies.”



Ultimately, it is witnessing cultural change being driven internally and hearing more junior staff reporting they see a future at the firm that continues to drive Anna’s enthusiasm for the programme.

“I’d love it if we didn’t need a reverse mentoring programme or any diversity or inclusion initiatives because we are so used to doing the right thing naturally that it’s part of the firm’s DNA,” Anna says. “I believe we want to get there, but we’re not there yet.

“However, I derive a lot of personal satisfaction in seeing how people and businesses can change and hearing from our talented next generation that they believe they are supported, have a voice and are valued in the firm. That’s why I’m so heavily involved in this.”

“

We have seen instances where some partners we wouldn’t necessarily expect to be interested in the programme saying ‘I’ve not done this before in my time at Clifford Chance, I’ll try it.’

”

**ANNA THWAITES**  
Reverse Mentoring programme  
champion, Germany



## AN EXHIBITION OF PRIDE

Since its launch 15 years ago, our Arcus Pride Art event has grown to be one of the biggest corporate exhibitions of LGBTQ+ art in the world. Arcus member Kane Dowsett explains how it promotes inclusivity at Clifford Chance and beyond.



**KANE DOWSETT**  
Head of Brand, Communications & Marketing, Americas

“At the first Arcus meeting I attended, I was asked whether I wanted to receive the LGBTQ+ or the ally communications from the group,” says Head of Brand, Communications and Marketing, Americas Kane Dowsett. “It occurred to me my answer would mean me effectively coming out at work, which I was not sure I was ready to do at the time. Looking back, that really highlights the importance of the Arcus Pride Art Event each year – with it we make a statement and create an environment in which our colleagues, clients and friends can enter and feel entirely free to proudly be themselves.”

While Arcus is the affinity network at Clifford Chance and is a supporting community people can opt in or out of as they see fit, Arcus Pride Art is the tangible face of it – a global event people can truly experience and take part in.

“My role is to manage the brand identity for it and raise the profile, which means looking after all the communications, the look and feel and the key messages across all jurisdictions, which considers the nuances of our different markets,” says Kane.



“

Art is something that brings people together and is in many ways a starting point for dialogue as well as a way to campaign, so it's the ideal medium for what we're trying to achieve.

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**KANE DOWSETT**  
Head of Brand, Communications & Marketing, Americas

“That involves working with our Arcus network, global inclusion, marketing and events teams to identify a key theme that helps us all over the world start discussions with local artists, galleries and curators and either identify or create works to align with the event.”

Focused this year on the theme of ‘Change’, Pride Art 2021 featured a mix of virtual and in-person exhibitions in locations around the world, from Amsterdam, the Americas, Australia and Germany to Hong Kong, Italy, Singapore and the United Kingdom.

“The onset of the Covid-19 pandemic in 2020 changed the world and 2021 provided a platform for us all to emerge from the past year, reflect on our resilience and come together in support of our LGBTQ+ and allies communities,” says Kane. “Change can help create a more inclusive and diverse culture within our workplaces, our communities and our homes, so we wanted Arcus Pride Art 2021 to reflect that.”

Also included in the event were a performance by the firm’s global (virtual) choir ensemble of Cole Porter’s Let’s Do It – the first song in mainstream culture to use gender-neutral pronouns (in the 1920s) – and Arcus Pride Art LIVE, a virtual event where artists and curators took the audience through their works accompanied by a live illustrator who interpreted their thinking.

“The true strength of this event is that it is now completely global, so the idea was to make it accessible to everyone irrespective of whether they are in lockdown or not,” says Kane. “Art is something that brings people together and is in many ways a starting point for dialogue as well as a way to campaign, so it’s the ideal medium for what we’re trying to achieve.”

If the numbers are anything to go by, the event is certainly bringing people together. There was a significant increase in visits to the online Pride gallery compared with 2020, up by 1,840%, while the video of the choir’s performance was the top post of the month on the firm’s global LinkedIn page, attracting nearly 10,000 views. Another encouraging aspect of the event is the involvement

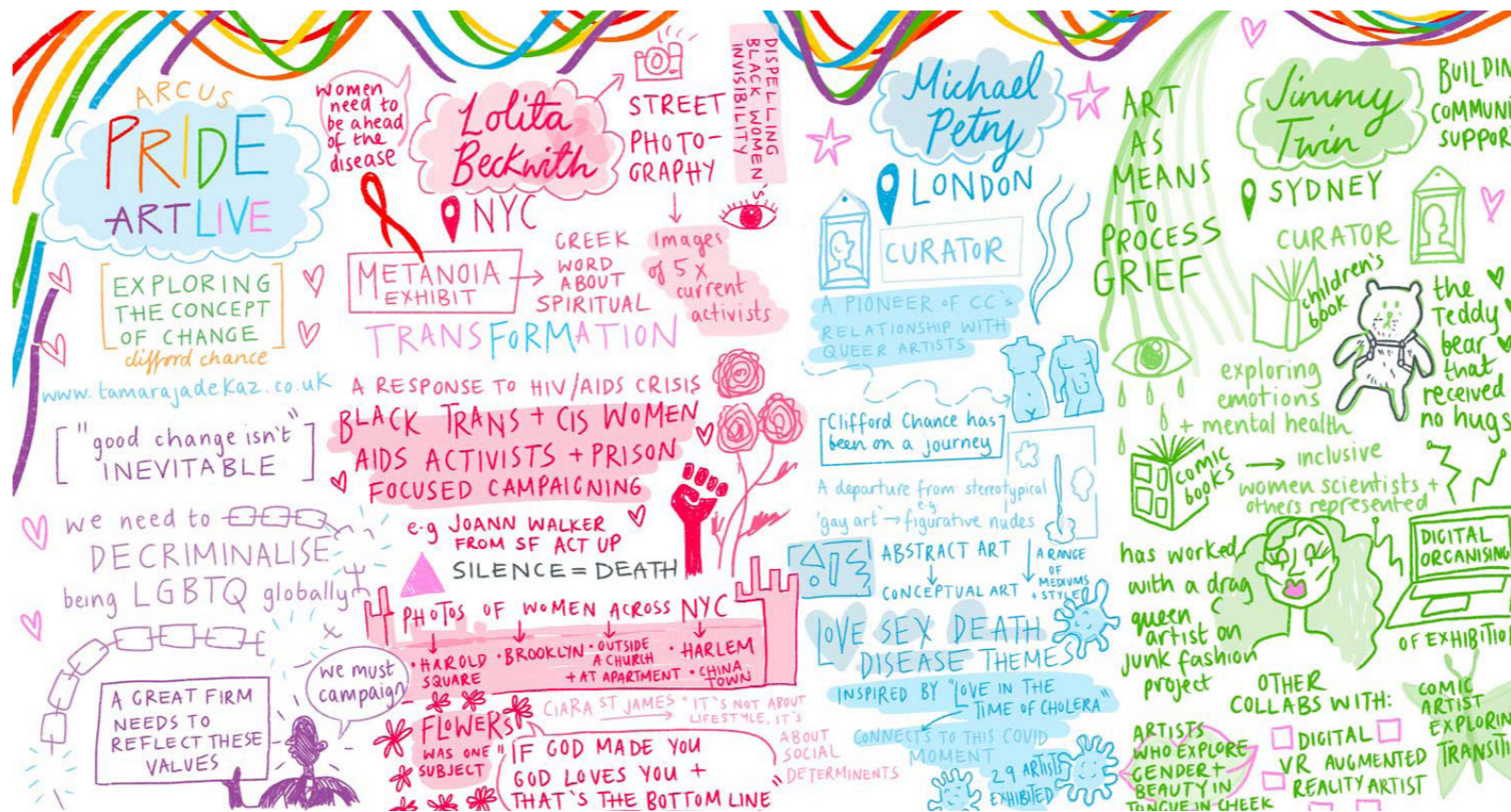
of clients who partner with us every year and attend the exhibitions.

“The industry in general as well as our clients are increasingly demanding we demonstrate and live the values associated with inclusion, mirroring a growing expectation for that in society too,” says Kane. “Many people internally and externally have

expressed they want to know more about the work we do to support LGBTQ+ communities beyond putting on events such as this. They want to know how we are helping the cause and what we are doing to bring about a situation in which we no longer need the Arcus network because it is understood everyone is equal.”

For Kane, being involved in organising the event is a way of contributing personally to something the firm does that can genuinely make a difference.

“I didn’t grow up in a generation where no-one would bat an eyelid if you identified as LGBTQ+ and I know there are still struggles and people’s experience is very different in other parts of the world,” he says. “Being involved with Arcus has shown me I’m in a highly privileged position to be able to help people who don’t feel they have the ability or the means to be themselves. I’m reminded of the Mariam Wright Edelman quote, ‘you can’t be what you can’t see’ and Arcus Pride Art brings acceptance and love right into the line of sight for many.”



Clifford Chance Pride Art 2021 explored the concept of change with New York-based photographer Lolita Beckwith, London curator Michael Petry, and Melbourne curator and artist Jimmy Twin during a panel event. In a world-first, artist Tamarajade Kaz illustrated the panellists’ musings LIVE!

**HIGHLIGHTS THIS YEAR**



DESIGNED AND DELIVERED  
**OUR FIRST EVER  
CONTINUOUS LEGAL  
EDUCATION PROGRAMME  
FOR CLIENTS**



LAUNCHED A **NEW CLIENT  
INCLUSION PLATFORM  
ONLINE**



EXTENSIVE **PROGRAMME OF  
COLLABORATIVE CLIENT  
EVENTS**

Our combined expertise around risk, employment, change strategy and pro bono provides our clients with world class strategic advice on inclusion.

# WITH OUR CLIENTS

# INCLUSION EDUCATION

As inclusion has skyrocketed to the top of our clients' agendas, we have devised a training programme to help them navigate the issue. Partner Michelle Williams on how it will help us become their 'go to' for diversity and inclusion.



**MICHELLE WILLIAMS**  
Partner



*Tieman Brady, Tereza Drimalova and Veronika Brozek at an inclusion session in Prague.*

We have developed our first ever continuous legal education programme for inclusion with the overall aim of helping clients achieve their goals in an area that's becoming increasingly important to them.

A unique combination of regulatory legal change management and strategic campaigning around inclusion, the programme was first pitched to our financial investment client TIA, who jumped at the chance to take part in it.

It's a real value add for clients. They want and need training in this area and we're able to deliver it to them in a way that is really effective for their organisation. And because interest in this issue goes right up to the most senior levels of most organisations, it's a great opportunity for us to broaden and further cement the relationships we have with clients.

We weren't sure how many people would turn up when we launched the programme but we had 179 lawyers attend, which was phenomenal and shows just how much appetite exists for this kind of training. We have also demonstrated Clifford Chance is a firm that is there not only to support clients in their business matters but also on the issues that are really significant for them as an institution.

Having completed that initial programme preparation, we're now in a great position to customise it and offer it to other clients, which we have already done. Regardless of sector, this is a critical issue that clients actively want to engage with and can't ignore. We're already in discussions with a number of clients about delivering training to them and all have given us genuinely positive feedback.

We know we have the right programme and the skills to deliver it; now it's a case of getting in front of our clients and, hopefully, getting them to think about Clifford Chance as their first port of call when they have a question on inclusion.

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We have developed our first ever continuous legal education programme for inclusion with the overall aim of helping clients achieve their goals in an issue that's becoming increasingly important to them.

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**MICHELLE WILLIAMS**  
Partner

## EXPANDING OUR RACE EQUALITY AND CELEBRATING HERITAGE NETWORK

Expanding our racial equality network across Continental Europe reaffirms our commitment to creating a firm that's more reflective of the society in which we operate.



**MUSTAPHA MOURAHIB**  
Partner and Chair of REACH CE



At the beginning of 2021, the former French Prime Minister Edouard Philippe took part in the virtual launch of our Race Equality and Celebrating Heritage Continental Europe (REACH CE) network.

The event, entitled 'Do you see me? – Visibility of diverse talent in the workplace', marked the start of a series of initiatives around the firm's European offices aimed at creating more opportunities for people from ethnic minority backgrounds with the ultimate goal of broadening the diversity of the firm's people.

"We introduced REACH in Continental Europe because we realised our ethnic minority and socio-economic diversity is not representative of the society we live in," says Mustapha Mourahib, Partner and Chair of REACH CE. "There are huge immigrant populations in the countries where we have our major offices here, but that is not reflected in our teams.

"For example, I am one of only three partners in Continental Europe from an ethnic minority background."

REACH CE is administered by a steering committee populated by senior associates, partners and business professionals that has organised a range of activities around three pillars: visibility, attraction and retention.

Initiatives the network has launched over the past year include a European scholarship for diverse students that is being trialled in five countries, a toolkit for career development and a mentoring programme.

"We received 140 applications for the scholarship, which for its first year is amazing," says Mustapha. "I believe we are the first law firm to offer this kind of scholarship, which will see us widen the net and encourage us to hire from a much broader range of universities.

"Our approach is to implement a series of small, practical, concrete changes that, when taken together, really make a difference. It's extremely difficult to drive radical change throughout an organisation in a short space of time, so the idea is to have a policy within each office to be conscious we need to be more diverse, but not to have obligations or impose extra layers of bureaucracy."

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We introduced REACH in Continental Europe because we realised our ethnic minority and socio-economic diversity is not representative of the society we live in.

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**MUSTAPHA MOURAHIB**  
Partner and Chair of REACH CE

According to Mustapha, client involvement is critical to the network’s success. Clients are increasingly calling for more diversity in the teams that advise them because they appreciate the benefits of drawing from a broader range of perspectives. That’s why involving them is a significant part of the network’s strategy and is something Mustapha believes will give the initiative more traction throughout the firm.

“From the outset, we sought the participation of several clients in Continental Europe to share ideas and experiences,” says Mustapha. “They like the idea of promoting diversity through a network because they have seen this collaborative approach work before when we have used it for practice areas and different sectors and they prefer collaborating with us in this way.

“For the network to succeed in its aims internally, client involvement is critical. It means our Partners and other senior people buy into what we’re trying to do and it also makes the initiatives more attractive to the minorities we want to encourage.

“It’s also fair to say many of our clients are performing much better than us in terms of their diversity and have ideas they can share with us, so their involvement could help us achieve our objectives sooner.”

Mustapha believes achieving these goals can only have a positive effect on the firm and its relationship with clients.

“When you look at what it takes for someone from an ethnic minority or poorer socio-economic background to be successful in this business, you cannot help but appreciate the value such people can bring to any organisation,” he says. “And if our clients see we are serious about this and are populating our teams with diverse talent, that can only strengthen our relationships with them.

“In my experience, Clifford Chance was already ahead of the curve in this area when I joined as a trainee – it would have been extremely rare for a French law firm to have hired someone from my background at the time.

“If you had asked me five years ago if I wanted to be part of this REACH network, I would have

said no because since the beginning of my career I have just wanted to be treated like any other lawyer. But now I see it as my responsibility to be a role model and create an environment where people from minority backgrounds feel as supported as I did to develop and grow within the firm. That’s why I’m personally invested in driving this network forward.”



Colleagues across Continental Europe participate in a video to raise awareness of REACH and its purpose.

“

In my experience, Clifford Chance was already ahead of the curve in this area when I joined as a trainee – it would have been extremely rare for a French law firm to have hired someone from my background at the time.

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MUSTAPHA MOURAHIB  
Partner and Chair of REACH CE



# PARTNERING FOR PROGRESS

How can mentoring programmes contribute to diversity and inclusion? Bank of America mentors Shamir Malviya and Sarah Chiu discuss this with their mentee, Clifford Chance Singapore Associate Allison Tan.



**SHAMIR MALVIYA**  
Mentors, Bank of America  
Managing Director and  
Associate General Counsel



**SARAH CHIU**  
Mentors, Bank of America  
Vice President and  
Assistant General Counsel



**ALLISON TAN**  
Associate

### Why has Bank of America partnered with Clifford Chance on this programme?

**Shamir Malviya:** Our aim is to help promote under-represented groups in the legal profession through a programme of mentoring and career development for talented associates at our key relationship law firms such as Clifford Chance. Greater diversity benefits everyone as it results in more knowledge, smarter ideas and better decision-making, so we want a higher level of inclusivity in the teams we work with at our partner law firms.

### What does it entail?

**Sarah Chiu:** We typically have two Bank of America colleagues of different seniority mentoring one associate at Clifford Chance. We try to avoid being too rigid in terms of the format of each session; it really depends on the people involved, what they hope to achieve and what type of discussions they want to have. As the individuals become more comfortable with each other, the discussions invariably move beyond the legal arena.

**Shamir:** It's also about giving the mentee the opportunity to broaden their network. As well as being connected with Sarah and I, we work to ensure Allison has access and exposure to our broader team. We want her to have the breadth of relationships across Bank of America that can help her in the work she does with us and in her career with Clifford Chance.

### How do you choose the topics you cover?

**Allison Tan:** Sarah suggested topics around business development, networking during Covid-19 and initiatives to improve office culture. That was really interesting because it helped us think beyond work. We've also spoken more broadly about issues to do with race, what our experiences have been as people of colour and what challenges we face as a result.

**Shamir:** We've tried to keep it general. For example, Allison has raised questions about our expectations of external counsel and what she can do to further develop as a lawyer. But it's mainly geared towards areas where Allison is seeking a different perspective or perhaps questions she may not want to ask internally.



Allison Tan from our Singapore team.

### What do you think you've learnt so far?

**Allison:** I hadn't really seen the value of mentorship programmes before, so this has been a real eye opener. I've been given such useful and practical advice that's reshaped how I view things. It's also been really enjoyable to be able to chat to people on a personal level. But for me, seeing someone similar to yourself – whether in terms of gender or part of a minority base – succeed in a large global company has made it feel more tangible and like a real option for myself. It's made me feel I could do that one day if I wanted to pursue a similar path.

**Sarah:** Building and maintaining a good communication channel is important and mentoring is a great way of doing that. It's also beneficial from a personal perspective as I can now call Allison a friend as well.

**Shamir:** It's important to remind myself there are those who are in a different stage of their career and to share some of the learnings and career advice that have served me well. The associates of today are the partners of tomorrow, so it's valuable for both sides to start building the relationships and networks early.

### How do you feel this will benefit the business relationship?

**Shamir:** We want our relationships with external advisors to go beyond the technical aspects of the work. Helping Allison develop a deeper knowledge of how Bank of America thinks, our culture, products and business strategy and, most importantly, how we want to receive legal advice and how we look to apply that. We want our partners to become long-term trusted advisors who have a good understanding of who we are.

**Sarah:** I worked with Allison on a large project last year and, having taken part in this programme, it has made it easier for me to just pick up the phone and speak with her directly. This will be particularly helpful if this project continues to develop over the course of the coming year.

**Allison:** Beyond understanding how to generally provide better service, Sham and Sarah have been helping me set up a presentation for Bank of America on the new exemption framework that's come into effect in Singapore. That's a real concrete example of how it's been beneficial for our relationship because it involves other members of the legal team and means I get to develop closer links with the wider bank.



*Bank of America mentors Shamir Malviya and Sarah Chiu.*



# USING DATA TO DELIVER

Global Partner for Talent Chinwe Odimba-Chapman and Senior Associate Florence Wong discuss the importance of data collection in furthering inclusion.



**CHINWE ODIMBA-CHAPMAN**  
Global Partner for Talent

**FLORENCE WONG**  
Senior Associate

### Why is data important for inclusion?

**Florence Wong:** Data is really important because it helps us understand where we currently are on our inclusion journeys, and what the gap is between there and where we want to be. It enables us to set concrete plans for what we want to achieve and lets us know how we are progressing. As the phrase goes: "If you don't measure it, you can't manage it."

**Chinwe Odimba-Chapman:** We've certainly seen the value of this in our firm. Data helps us look at every stage of a successful career with us to identify where people may be disadvantaged and, importantly, ask why? If there are discernible trends in attrition, why is that? Why are we not seeing enough ethnic minorities progress through to partnership and directorship? We need this data to create the targeted action plans needed to tackle these critical issues, make progress against our [inclusion targets](#), and drive change where it matters. While this is an ongoing journey, our experiences and understanding of this data means we can play a valuable role in helping our clients make progress towards their own inclusion goals too.

### How are we helping clients drive their inclusion efforts through the use of data?

**Florence:** Our role is to help clients ensure the way they gather data is legally compliant and they have the right plan of action with regards to data collection, use and storage. That includes advising them on the way they formulate their questionnaires and the way they tell their employees why it is being gathered.

**Chinwe:** A lot of our clients don't know what they can collect or what to do with the data once they have it, so we've been working with them to help structure their approach. We've also advised clients on how to use data to help support their positive action initiatives, because you need to show you have a business case to make changes and data helps with that. We're increasingly seeing regulators discussing mandatory requirements, so we expect to be helping regulated firms comply with diversity data collection and usage regulations in future.



*Chinwe Odimba-Chapman.*

### How are you navigating the differences in data privacy laws and restrictions around the world?

**Chinwe:** We've worked to fine-tune our approach and have accepted there is no 'one size fits all' – we need to collect data where we can and accept that it will be tricky in certain jurisdictions for some time. But we're being much more bold in our approach and not just accepting 'no' for an answer. There are cultural issues at play as well and we understand in some places asking employees for certain types of data is just not acceptable legally or culturally, so we're looking at how we can help shape the industry and the cultural norms in those jurisdictions.



We were the first big firm to set global inclusion targets, which was a product of our data-driven approach, and other firms definitely followed suit. It's no longer credible for a large law firm to say they have an inclusive culture if they don't understand their own data.



**CHINWE ODIMBA-CHAPMAN**  
Global Partner for Talent

**Florence:** You can still launch initiatives without the data and we need to respect the fact data privacy is extremely important and there are reasons why those laws exist in certain countries. So it's a question of working through the different rights people have to make sure everyone is comfortable with what we're trying to achieve.

### How do you think the work you're doing is strengthening client relationships?

**Chinwe:** Diversity and inclusion is now a board-level issue for any credible organisation, so this work gives us access to the decision-makers in some of our most important clients. And increasingly as part of all pitches, we're being asked to set out our approach to diversity and inclusion and for us, that involves providing data. The fact we collect it and use it to inform our initiatives shows we're not just paying lip service to inclusion. I always feel really proud when we get feedback from pitches saying the client believed we were passionate about diversity and inclusion and we are genuinely trying to move the needle in this area.

### How do you think this work will drive change in the wider industry?

**Chinwe:** We were the first big firm to set global inclusion targets, which was a product of our data-driven approach, and other firms definitely followed suit. It's no longer credible for a large law firm to say they have an inclusive culture if they don't understand their own data. Diversity and inclusion is also vitally important to recruitment and

retention, so I think the wider industry is paying attention to what we're doing.

**Florence:** I think the more we all talk about and use data, the more I think we will all understand our individual role in these efforts – in and outside of the firm. I was initially uncomfortable about giving my data because I was concerned that it may be used as a statistic that was beneficial for the firm, but I didn't see the benefits for me. So I think part of the journey ahead is about showing how sharing data is beneficial to everyone; it's not just a commodity that companies can use to win a pitch.

### Why is inclusion important to you personally?

**Florence:** I've never felt I was treated differently at Clifford Chance because I'm a woman from an ethnic minority. I've always felt supported by the firm, so inclusion already works for me. But that should be everyone's experience. I want all colleagues to feel included when they come to work.

**Chinwe:** I'm a black female Partner in a city law firm and I am the minority, so I see it as my responsibility to help drive change. I am also a member of our Executive Leadership Group (ELG). As a group, the ELG is clear that diversity and inclusion makes business sense. We've recently announced an ambitious growth strategy and if we are going to achieve our strategy, we need a diverse and inclusive business. I see it as both my moral responsibility and a business imperative.



*Florence Wong from our London team.*

## HIGHLIGHTS THIS YEAR



FOUNDING PARTNERS OF THE **#WETHE15 CAMPAIGN**, SPORT'S LARGEST HUMAN RIGHTS CAMPAIGN TO RAISE AWARENESS OF THE 15% OF THE WORLD WITH A DISABILITY.



ANNOUNCED COLUMBIA LAW SCHOOL'S CENTER FOR INSTITUTIONAL AND SOCIAL CHANGE AS **THE WINNERS OF OUR RACIAL JUSTICE AWARD**, WHO WILL RECEIVE £50,000 AS WELL AS 500 HOURS OF PRO BONO WORK.



CASES THAT **#CHOOSETOCHALLENGE'** **EVENT FOR IWD 2021** FOCUSED ON HOW OUR PEOPLE ARE DEFENDING THE EQUAL RIGHTS OF WOMEN AND CHALLENGING INJUSTICE.

Our goal is to use our expertise to help realise our values on inclusion across society. We believe that for our values to be real, we must be prepared to use our skills to champion and deliver them.

# IN THE WORLD

## A PLAN FOR RECONCILIATION

Sydney Associate Tegan Kelly on the firm's plan for reconciliation with Aboriginal and Torres Strait Islander peoples.



**TEGAN KELLY**  
Associate



Associate Tegan Kelly is a Torres Strait Islander in our Sydney office and Chair of our Reconciliation Action Plan (RAP) Working Group, which devised and now administers the firm's plan for reconciliation with the Aboriginal and Torres Strait Islander people in Australia.

A 12-month strategic plan verified by Reconciliation Australia in May 2021, the RAP sets out the different deliverables the firm will be working towards, who is responsible for them and the timeline to ensure things keep moving.

"While Clifford Chance in Australia has run initiatives around Aboriginal and Torres Strait Islander people before, such as the internship programme through which I started at the firm, our RAP is a way to formalise these and have a written record of the things we're doing and what we're aspiring to," says Tegan. "It goes to the very heart of our inclusion core values. Clifford Chance operates in different communities and each of our offices is built on lands traditionally owned by Aboriginal and Torres Strait Islander people that were never ceded, so it's really important for us to acknowledge that history."

The firm chose a 'Reflect' RAP from the four levels available, which acknowledges it is at the start of its reconciliation journey, though it plans to move to the two-year 'Innovate' level next. The focus this year has mostly been on assessing, establishing and developing relationships with Aboriginal and Torres Strait Islander stakeholders and deciding the firm's vision for reconciliation.

"That said, we've had highly qualified and passionate guest speakers come in and talk about where the reconciliation journey is in Australia and what we can be doing as citizens and as lawyers to advance that movement," says Tegan.

Our RAP Working Group has also been undertaking research and education development projects such as building business cases for procurement for Aboriginal and Torres Strait Islander businesses, for more inclusive hiring practices and for educating our people on Aboriginal and Torres Strait Islander issues.

"We'll be continuing our work with CareerTrackers as well, which is the organisation through which I started at the firm, on its Indigenous internship programme," says Tegan. "We are looking to host high school students as part of a work shadowing initiative in our Sydney and Perth offices, which

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It's important to have an Indigenous voice in these kinds of initiatives and to feel heard.

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**TEGAN KELLY**  
Associate



Tegan Kelly, Chair of our Reconciliation Action Plan (RAP) Working Group.

will give the students an insight into working in the law. CareerTrackers have responded positively to Clifford Chance's continued commitment to supporting education and professional development for Aboriginal and Torres Strait Islander students, with that commitment evidenced by my progression from intern to an associate."

While there has not yet been a huge amount of interaction with the local community, Tegan has received positive feedback from guest speakers about the level of engagement in some of the lunch-and-learn sessions, the kind of questions colleagues have been asking and the general appreciation they have shown for having these speakers address our people.

"One of the key highlights for me has been the response from everyone in the office," says Tegan. "At our launch event, we had an Aboriginal didgeridoo master come in and so many people were amazed at how we could have something like that in our office. In our reception is a giant piece of Indigenous art, commissioned by a local artist, that I get to walk past every day and, for me, that's amazing. It's like a little bit of home in the office.

"It's also been really nice having people at events coming up and asking 'how do I do an acknowledgement of country?' or 'what should I be saying?' – that's something that wouldn't have happened a year or so ago and shows a level of education we didn't have previously."

On a personal level, Tegan is also heartened by the reaction of senior management to the plan and the opportunity they gave her to play a leading role in the working group.

"It's important to have an Indigenous voice in these kinds of initiatives and to feel heard," she says.

"The fact I was a graduate when I joined this group was an incredible opportunity for me to speak directly to the firm's senior leaders. To be able share the things I'd like to see in the firm and the working group and for them to say 'sure, what do you need and how would you like to run it?' was incredible. It says a lot about their willingness to really get to grips with the issues."

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The firm chose a 'Reflect' RAP from the four levels available, which acknowledges it is at the start of its reconciliation journey, though it plans to move to the two-year 'Innovate' level next.

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TEGAN KELLY  
Associate

## DISMANTLING SYSTEMIC RACISM, PROTECTING MULTIRACIAL DEMOCRACY

After the murder of George Floyd in May 2020 and the turbulent summer that followed, Clifford Chance joined nearly 300 other US and global firms to form a national network dedicated to advancing racial equity in the law. Law Firm Antiracism Alliance board member Jeff Berman talks about the past 18 months' work and the challenges that lie ahead.



**JEFF BERMAN**  
Partner

Many law firms, including Clifford Chance, have longstanding pro bono programmes and partnerships with non-profit legal services organisations (LSOs) under which they provide assistance to people of colour who are dealing with the consequences of racism in their lives. Some take on larger-scale advocacy work that more directly confronts the laws and policies that encourage, perpetuate or permit systemic racial injustice.

Until very recently, however, law firms had not taken steps to muster the vast resources of the private bar and mount a truly collaborative pro bono effort focused on dismantling systemic racism.

Today, the Law Firm Antiracism Alliance (LFAA) is a network of nearly 300 law firms with offices in every state of the US and more around the world. Its mission is to coordinate the resources of its alliance firms to create large-scale, impact-oriented pro bono projects that address racial inequities. LFAA supports its mission with a sophisticated online platform to connect LSOs with alliance firms across the country, giving local and regional LSOs access to a nationwide pool of pro bono talent.

LFAA has also organized 19 separate working groups to focus on topics ranging from voting rights and policing to child welfare and immigration. The working groups are staffed by alliance firm lawyers, who collaborate with non-profit organisations, academics, think tanks and other policy experts to produce research on laws, regulations and institutional practices that enable systemic racism. In the Americas, more than 20 Clifford Chance lawyers have joined and continue to devote significant time to at least one of the LFAA working groups.

While it's important to highlight our work with LFAA as one of 25 firms with a representative on the board of directors, law firms are no more than supporting players in the long and ongoing campaign for racial justice. The lead roles are played by the LSOs, civil rights organisations and community-based groups and organisers who have been doing this work every day, for years, with hard-won expertise and heroic commitment. To work within this movement, we need to bring our talents but also our humility, to speak out but also to listen, to show up but also to stand aside.

That said, I'm happy to celebrate LFAA's achievements in the 18 months since its founding. In August 2021, for example, LFAA responded to US Attorney General Merrick Garland's request for help in addressing the eviction crisis stemming from the COVID-19 pandemic by mobilising the private bar to assist low-income tenants eligible for aid under the federal Emergency Rental Assistance Program (ERAP). LFAA and several alliance firms took the lead in organising a nationwide training to teach lawyers how to help pro bono clients access ERAP funds.

In September 2021, LFAA filed its first amicus curiae ('friend of the court') brief in a case before the state supreme court of Louisiana. This sought to apply retroactively the US Supreme Court's decision to declare unconstitutional Louisiana's law allowing non-unanimous jury verdicts in criminal proceedings, so previous non-unanimous convictions may be overturned. The Louisiana law – a facially neutral but obviously racist 'Jim Crow' measure designed to disenfranchise Black jurors in trials of Black defendants – is a classic example of systemic racism in practice.

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We're approaching an inflection point. LFAA believes, and I agree, that protecting multiracial democracy in the coming months will be necessary if we hope to dismantle systemic racism in the years that follow.

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**JEFF BERMAN**  
Partner



Partner Jeff Berman.

Finally, in December last year, LFAA held its 2021 Summit, a three-day virtual convening with more than 500 in attendance. Among other topics, expert panels addressed critical threats to racial justice, including voter suppression, police violence and the shortage of affordable housing, and discussed the connections between racial justice lawyering and law firms' diversity, equity and inclusion efforts. The Summit's keynote speaker, Nikole Hannah-Jones, concluded her comments on the role of slavery in the development of the US legal system with a sober assessment of America's drift toward authoritarianism.

One of the lessons of the US south's Jim Crow era worth remembering today is that systemic racism is both a cause and an effect of authoritarian governance. In a racially diverse country like ours, supporting democracy means opposing racism. The flip side is certainly true: a racist backlash against Black and immigrant progress gave rise to today's revolt against multiracial democracy.

We're approaching an inflection point. LFAA believes, and I agree, that protecting multiracial democracy in the coming months will be necessary if we hope to dismantle systemic racism in the years that follow.

Law Firm Antiracism Alliance (LFAA) is a network of nearly 300 law firms with offices in every state of the US and more around the world. Its mission is to coordinate the resources of its alliance firms to create large-scale, impact-oriented pro bono projects that address racial inequities.

## CHAMPIONING HEALTH EQUITY

Senior Procurement Manager Sharmila Bhatnagar on the potentially life-saving initiative in India to promote menstrual health among young women in rural areas.



**SHARMILA BHATNAGAR**  
Senior Manager

We always try to make a positive, responsible and long-lasting impact through our community social responsibility projects here in India and seek to contribute to building a just, fair, sustainable and prosperous society.

One of the key areas of our social responsibility programme is women's empowerment, so on International Women's Day in 2020, our team launched the Menstrual Health Hygiene Project for adults and students at one of NGO Literacy India's schools in New Delhi.

Its focus was on improving awareness of best menstrual hygiene practices through talks, videos and posters and, as part of the project, we sponsored the installation and refilling for one year of a sanitary pad vending machine at the school, which women could buy for a minimal cost of just one Rupee.

During our ongoing work with Literacy India, we realised raising awareness of this issue would be crucial. There is a lot of taboo in India surrounding menstrual hygiene and many myths to be dispelled, so the majority of women from rural areas lack awareness of basic menstrual sanitation. That lack of knowledge can expose them to infections, potential reproductive complications and sometimes life-threatening



*Sharmila Bhatnagar with our volunteer team in New Delhi.*

diseases, so although this was only a small project, we felt it was critical to start somewhere and get the ball rolling.

When we announced the project internally, I was really impressed by the number of colleagues who volunteered to be part of it, particularly male colleagues. We had a fantastic team that introduced the topic in a sensitive and informative way, helping the children and their mothers understand the importance of menstrual hygiene to their overall health and wellbeing.

Initially, we had planned an in-person event and put a lot of work in to organising that, but sadly due to health and safety measures being taken in the light of Covid-19, the workshop and inauguration of the project had to be done remotely through video conferencing. That said, the level of enthusiasm and participation was still high.

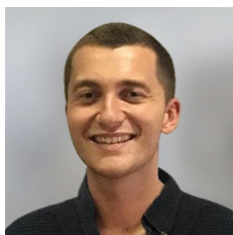
Despite not being able to conduct a proper audit of the project, we know we have helped more than 300 adults and students at the Literacy India

school and we are exploring how we can move it forward in the coming years. Anecdotally, we have also heard students are now much more vocal about the topic and Literacy India has reached out to various other organisations to help them continue funding the vending machine. Given how taboo the subject was before we launched the project, this represents real progress and is something we hope to build on in future.



## UPHOLDING HUMAN RIGHTS

For trainee Joseph Sherlock, whose interest in law was sparked by reading about Guantanamo Bay, the opportunity to do pro bono work for human rights NGO Reprise was too good to miss.



**JOSEPH SHERLOCK**  
Trainee Solicitor

### How did your secondment come about?

**Joseph Sherlock:** In our Litigation and Dispute Resolution team, trainees can opt to do six-month 'split seats' whereby you spend three months in litigation and the other three months on a pro bono secondment. I spent my secondment with human rights legal action NGO Reprise from September to December 2021.

### What did your pro bono work involve?

**Joseph:** I was working across some of the NGO's thematic issues on the litigation team, notably torture accountability litigation, regional death penalty work in Africa and South East Asia and some of the secret prisons work. Reprise famously represents detainees in Guantanamo Bay, but they also work with people in the detention camps in North East Syria. This specifically involves British women and children who are detained indefinitely without charge or trial in desert camps in Syria due to the UK Government's non-repatriation policy.



My work generally consisted of researching procedural and legal points and producing case summaries, often for the purpose of identifying whether legal principles arising from these judgments could be used in Reprieve's own cases. I also kept abreast of legal developments that affected Reprieve's work and investigated new cases that might further Reprieve's strategic goals. The NGO is often working in areas where the judgments are novel and there is little precedent, so a fair amount of legal analysis is required, mostly around what certain decisions could mean and the impact they could have on future cases.

#### What was your motivation in taking on this secondment?

**Joseph:** As corny as it sounds, I first became interested in law through reading about Guantanamo Bay when I was around 17 years old. Legal principles that were subverted by sending people to Guantanamo – the rule of law, right to representation and fair trial, and innocence before proven guilty – inspired my interest in human rights and law. I then went on to read politics and international relations at university, so was interested in the inherently political nature of much of Reprieve's work: Guantanamo and the North East Syria detention camps are both wrapped up with how the UK and US governments responded to terrorism, while the death penalty is rooted in colonialism.

Reprieve defends the marginalised and upholds rights that are foundational to a happy human life – the right to freedom from torture and degrading treatment and the right to life itself – and without which you cannot really enjoy society in the way we do.

#### How do such secondments benefit our people?

**Joseph:** These secondments enable trainees to develop new skills, learn about new areas of law and interact with colleagues in a different work setting. These opportunities help young lawyers adapt and overcome challenges quicker than they might otherwise.

For me, it was fantastic because I was exposed to court proceedings at all levels. I assisted on a judicial review at the UK Supreme Court and cases at the Special Immigration Appeals Tribunal and the Court of Appeal, researched proceedings at the European Court of Human Rights and helped with pre-action correspondence for a tort claim at the High Court. I learned about new areas of law, particularly the European Convention on Human Rights, and gained understanding about how policy teams lobby Parliament to amend legislation and ensure that all voices are heard. It was incredibly interesting and I am thrilled to have gained a real breadth of experience.

#### What were your personal highlights?

**Joseph:** Probably Probably working on the cases of British women and children detained in camps in North East Syria. There is evidence many were trafficked by ISIS and obviously this is quite a controversial and topical area. What interested me was that it really exemplified Reprieve's unique approach to investigative casework. It can be challenging to gather information from these women in the camps, so it is quite a fact-finding mission for Reprieve. The litigation team works with its policy, media and campaigns teams to lobby Parliament and challenge perceptions of these women in the court of public opinion too, which is often crucial if the litigation is to succeed. Reprieve ensures that marginalised voices are heard, and in this sense, inclusion is at the heart of Reprieve's mission. Watching how the teams work collaboratively to advance Reprieve's strategic goals was fascinating. Above all, they are an incredibly intelligent, passionate group of people who really care about what they are doing, which I found highly motivating and inspiring.

Reprieve defends the marginalised and upholds rights that are foundational to a happy human life – the right to freedom from torture and degrading treatment and the right to life itself – and without which you cannot really enjoy society in the way we do.



# TARGETS, STRATEGY & REPORTING



# OUR INCLUSION TARGETS: ONE YEAR ON

In July 2020 we launched our global and regional inclusion targets focused on gender, ethnicity and LGBT+ which had clear deadlines.

Over the past year, tailored initiatives were developed across practice areas and business professional disciplines to focus our attention on specific inclusion challenges that exist across our regions and their root causes. The firm has also introduced a number of new global initiatives to drive change (see our Strategy in Action overleaf) in support of our longstanding meritocratic culture, to ensure we recruit, develop and retain our talented colleagues for the long-term.

In 2021, we [reported on our progress](#) towards our targets at the end of their first full year.

Overall, the figures tell us that we are moving in the right direction, but that we need to accelerate our rate of change if we are to achieve our ambitious inclusion targets.

Progress on our targets is not inevitable. It requires a permanent campaign from all of us. Across the regions, we saw both encouraging success stories, and some areas where we are not on track. We are determined to continue to build on the areas of success and redouble our efforts in areas where we need to change direction, and we will continue to review, reform and implement the changes required to realise our goals.

## OUR TARGETS HIGHLIGHTS FROM INCLUSION REPORT 2021

### Gender Targets Progress

**21.6%**  
Female Partners  
up 1% from 20.6%

**At a global level and across four of our regions**, we've seen progress towards our gender targets. In 2021 we promoted the highest number ever of new female partners (38%).

**5.9%**  
Female Partners  
up 0.3% from 5.6%

**In the Middle East**, we have seen growth, but that rate will need to accelerate.

**17.1%**  
Female Partners  
up 1.7% from 15.4%

**In Continental Europe regions**, in particular, we've seen strong growth that puts us on track to achieve our goals in these regions.

**29.4%**  
Female Partners  
up 1.3% from 28.1%

**In APAC**, we have seen growth, but that rate will need to accelerate.

**22%**  
Female Partners  
up 4.1% from 17.9%

**In Americas regions**, in particular, we've seen strong growth that puts us on track to achieve our goals in these regions.

**24.3%**  
Female Partners  
down 1.2% from 25.5%

**In UK**, our overall figure fell by 1.2%. This is in marked contrast to the prior trend in the UK (which had seen 5.5% growth over the last 3 years). We have identified the reasons for and drivers behind this year's data and agreed a plan to return to our former positive trajectory.

### LGBT+ Targets Progress

**5.4%**  
5.4% partners identified as LGBT+ in the UK and 94.6% non LGBT+  
up 2.1% from 3.3%

Following a successful self ID campaign, our UK data showed a significant increase which resulted in the region surpassing our 2025 target four years ahead of schedule.

### Minority Ethnicity Targets Progress

**25%**  
New Partners in US  
Senior associates: up 0.2% from 36.6%  
Business professionals: up 0.5% from 43.2%

**18.1%**  
New Partners in UK  
Senior associates: up 0.5% from 21%  
Business professionals: up 0.7% from 20.8%

We achieved positive progress on our ethnicity partner targets this year, with 25% of new partners in the US and 18% in the UK. If this rate of increase is maintained in both regions, we will exceed our target.

We've maintained a population level above our target of 30% for Senior Associates and Business Professionals in the US.

We've seen marginal increases towards our target for Senior Associates and Business Professionals in the UK, but we need to increase the rate of change. We have identified reasons why we're not making progress as quickly as we would like and have agreed a plan to address this.

## KEY PRIORITIES FOR FY22 (AND FY23)

1. Lateral Hiring: Ensuring that our inclusion values are embedded in our lateral hiring process. This will be supported by the expansion of the Mansfield Rule, which has already had a positive influence in the US since we adopted it in 2017. We have introduced the Mansfield Rule in the UK this year and we intend to expand to different regions.
2. Increasing our focus on career development to ensure an equality of opportunity.
3. Insights: Enhancing our ability to gain insights into our diversity data globally.

Find out more about our ongoing inclusion activities and campaigns

# OUR INCLUSION STRATEGY IN ACTION

Highlights of our targeted initiatives and progress points this year include, but are not limited to:

## CHANGE THE RULES

### Focusing on policy and rule change in areas of both practical and symbolic importance to people.

- We have developed tailored inclusion strategies across practice areas and business professional disciplines to achieve our inclusion targets for gender, ethnicity and LGBT+ people and have [reported on our progress](#) a year since the targets' launch.
- We have implemented the recommendations of the independent, inclusion-focused review of our firm's partnership and promotion practices including new inclusion sessions for all partnership promotion assessors.
- We have developed and introduced an updated Code of Conduct across the firm.
- We are transparent and committed to reporting and publishing our recruitment, retention and promotion diversity statistics.
- We participate in the [Mansfield Rule Certification process](#), and have introduced the Mansfield 5.0 inclusion program in the Americas while becoming founding members of the new Mansfield Rule program in the UK.
- A member of our Executive Leadership Group and Wider Leadership Group has been appointed with responsibility for promoting inclusion and holding Practice Area Leads accountable for progress against inclusion in their areas.
- A review of all management committees across the firm is being carried out to identify any lack of diversity, and agree how this is addressed.

## CHANGE THE CULTURE

### Building awareness of the importance of inclusion and the issues that underpin it and then engaging and building the capacity of people to become supporters and advocates of inclusion.

- Anti-bullying and anti-harassment training is now mandatory for everyone in our firm – this is an explicit call to action for everyone to understand there is no place for bullying and harassment at Clifford Chance.
- We are delivering new active inclusion sessions.
- All off-site meetings now include inclusion sessions as part of their agenda.
- Our award-winning reverse mentoring scheme continues to expand globally.
- We have launched a new client-facing strategic and legal advice platform online.
- We are founding partners of the General Counsel [D&I forum](#).
- In line with our Permanent Campaign theory of change we have developed an extensive calendar of high profile global inclusion campaigns including: Choose to Challenge 2021 (gender equality), Pride Art 2021 (LGBT+), Cultural Heritage 2021 (REACH), #Wethe15 2021 (Disability), Black History Month (UK, Americas and Middle East), National Hispanic Appreciation Month (Americas) and Pink Friday (LGBT+ Asia-Pacific).


## CHANGE THE LIVED EXPERIENCE

Ensuring our rule and policy changes, combined with our cultural change, translate into a meaningful impact on the quality of life for people.

- We are founding signatories and board member of the Law Firm Antiracism Alliance in the US and founding signatories of the Race Fairness Commitment in the UK to focus efforts on improving recruitment, retention and promotion for ethnic minority employees.
- Our ongoing Code of Conduct workshops, led by our Senior Partner, have been attended by several hundred people across the firm including partners, lawyers and business professionals globally so far. Our UK REACH (Race Equality and Celebrating Heritage) network has launched a new 'Bubbles' advanced networking initiative to support the career development and growth of ethnic minority colleagues.
- We are founding members of the [Global Business Collaboration for Mental Health and Well Being](#).
- We have expanded our inclusion affinity networks across the global firm including launching our new global Enable network (disability equality), launched new REACH networks in Continental Europe, the Middle East, and Australia, and launched new Accelerate groups globally.
- We launched our global Racial Justice award to help achieve significant social, inclusion and racial justice impact – our winner is the Centre for Institutional and Social Change's Paralegal Pathways Initiative in New York who will receive £50,000 as well as 500 pro bono hours.
- We have a huge amount of inclusion-related pro bono work continuing across the globe with a specific focus on gender, ethnicity, LGBT+, socio-economic outcomes.

## JOIN US ONLINE

You can read Clifford Chance's latest Responsible Business Report, Responsible Business Insights blog, Annual Review and other associated publications in our online [Reporting Library](#).

Read our  
[Responsible Business Report 2021](#)

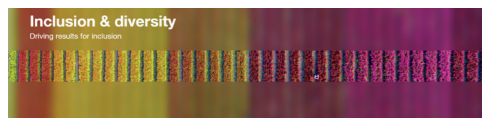
Read our  
[Responsible Business Insights Blog](#)

Read our  
[Annual Review 2021](#)

### DEDICATED INCLUSION PLATFORM FOR OUR CLIENTS

Actions and results on inclusion are now expected at all levels of an organisation both by management, employees, customers and clients, regulators, and wider society.

Alongside our legal knowledge, Clifford Chance also provides strategic insights into how to understand and deliver sustainable cultural change through the development and delivery of effective inclusion campaigns. Our service includes having access to our highly experienced inclusion specialists and lawyers to help integrate and embed diversity and become a more inclusive business.



[Visit our platform here](#)

# **AWARDS & RECOGNITION**



# AWARDS & RECOGNITION

We are delighted with our ongoing public recognition of our inclusion efforts. This year's highlights include:

Listed in the Top 10 Best Law Firms for Firm Culture, Racial & Ethnic Diversity, Diversity for Individuals with Disabilities, and Diversity for Women in the latest US Vault rankings, as well as ranked #3 for Best Law Firms to Work For

Perth Associate Heidi Gan won Asian Australian Lawyers Association 2021 Diversity Leader Award

Won business magazine WirtschaftsWoche's Best of Legal Award 'Best of Legal' award for our reverse mentoring programme in Germany

Based on the AMLAW 100 Diversity Scorecard methodology, we are #2 in the US for percentage of Hispanic lawyers (17.2%), #3 in the US for percentage of Asian-American lawyers (20.3%) and #6 in the US for overall ethnic diversity

Won Best International Pro Bono Award at 2021 LawWorks Awards for our Cornerstone Initiative which seeks to improve wellbeing in the poorest communities in Kigali

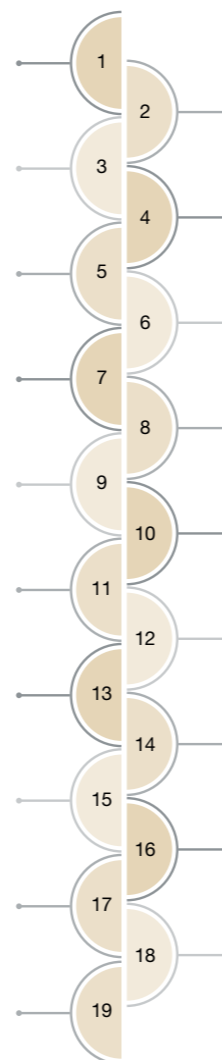
UK Senior Associate Amy Bird and UK Senior Associate Anne Collins named in HERoes Women Role Model Lists 2021

Amsterdam Partner Ilse van Gasteren and UK partner Narind Singh named in the OUTstanding 100 LGBT+ Executives list

Sydney Senior Associate Nathan Eastwood and UK Senior Associate Eraldo d'Atri named in the OUTstanding LGBT+ Future Leaders list

Global Head of Litigation & Dispute Resolution Matthew Newick and UK Managing Partner Michael Bates named as Empower 'Advocates'

Brussels partner Dorothee Vermeiren named among Law.com's Rising Stars: Europe's Best Up-and-Coming Female Lawyers



Currently ranked the 6th highest law firm in Stonewall's Top UK 100 Employers for LGBT+ inclusion in the workplace and 19<sup>th</sup> overall

Named among the winners of International Bar Association (IBA) Group Member Awards (Europe and Africa) for the efforts we made to support the IBA Bullying and Sexual Harassment Report with a powerful year-long campaign

UK Partner Jennifer Mbaluto named on INvolved's EMpower 'Executives' list

Australia offices were awarded Gold Status at the Australian LGBTQ Inclusion Awards for the second year in a row. These awards are based on the results of the Australian Workplace Equality Index (AWEI) and are evidence-based benchmarking tools that annually assesses workplaces in the progress and impact of LGBTQ inclusion initiatives

Chief Operating Officer Caroline Firstbrook named 'Most Innovative Change Maker' at FT Innovative Lawyers Europe Awards, and one of Cranfield University School of Management's Women to Watch for 2021

Senior Associate Nathan Eastwood and Practice Support Coordinator Christie-Lee Malek both from our Sydney office, received a place in the top 100 LGBT+ role models in the annual list compiled by Involve – the Inclusion People

Awarded 'Gold' in the 2021 Regional Defence Employer Recognition Scheme Awards, recognising that we actively ensure that our workforce is aware of their positive policies

UK Senior Associate Haafiz Suleman and UK Lawyer Ona Odili appear on EMpower's 'Future Leaders' list

Amsterdam partner Ilse van Gasteren nominated as Outstanding Role Model at the Workplace Pride Leadership Awards 2021

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

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