

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

INCLUSION REPORTING

FY2021/22

THIS DOCUMENT INCLUDES:
INCLUSION TARGETS AND PROGRESS FOR GENDER, ETHNICITY AND LGBT+
GLOBAL GENDER STATISTICS
GLOBAL ETHNICITY STATISTICS
UK LGBT+ STATISTICS

INCLUSION REPORTING

At Clifford Chance, inclusion is both a **core value** and a **business imperative**.



Our Inclusion Strategy





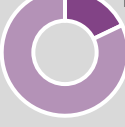

To help deliver on our inclusion strategy, **Change the Rules, Change the Culture, Change the Lived Experience**, the firm has developed a wide range of **tailored and targeted initiatives supported and informed by data**. In this document we set out key data points, in addition to our historic gender and ethnicity reporting.




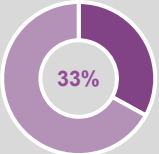
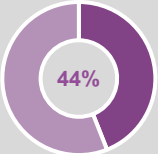
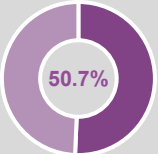
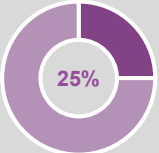
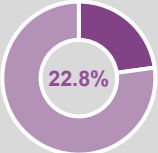
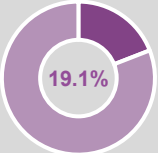
Our Inclusion Targets

In July 2020 we launched **ambitious regional and global inclusion targets** focused on gender, ethnicity and LGBT+. We are making progress in the right direction but to achieve our goals we will need **to accelerate the rate of change**.

OUR INCLUSION TARGETS

Target	Progress FY22		Comment
Gender			
Global target: At least 40% women and at least 40% men global partners in the firm by 2030	23.4% women partners up 1.8% from 21.6% 76.6% men partners down 1.8% from 78.4%	 23.4%	At a global level and across four of our regions, we've seen progress towards our gender targets. In 2022 we announced our largest ever number and percentage of new women partners constituting 41% women of the new partnership cohort
APAC target: increase the proportion of women partners by 25% by 2025 (achieving 35.1% women partners) and by 60% by 2030 (achieving 45% women partners)	30.4% women partners up 1% from 29.4%	 30.4%	In APAC we have seen growth at partner level, but that rate will need to accelerate.
Middle East target: attain 12.5% women partners by 2025 and 25% by 2030	5.3% women partners down 0.6% from 5.9%	 5.3%	In the Middle East our figure fell by 0.6%, we will need to accelerate our inclusion strategy to set us on track to meet our goals
Americas target: increase the proportion of women partners by 35% by 2025 (achieving 23.8% women partners) and 100% by 2030 (achieving 35.2% women partners)	22.6% women partners up 0.6% from 22%	 22.6%	In the Americas and Continental Europe regions, we've seen continued growth. Our current progress puts us on target to reach our 2025 goals but will need to accelerate progress to meet our 2030 goals
Continental Europe target: increase the proportion of women partners by 35% by 2025 (achieving 20.8% women partners) and 100% by 2030 (achieving 30.8% women partners)	17.9% women partners up 0.8% from 17.1%	 17.9%	
UK target: increase the proportion of women partners by 25% by 2025 (achieving 30% women partners) and by 60% by 2030 (achieving 41% women partners)	28.5% women partners up 4.2% from 24.3%	 28.5%	In the UK we have seen significant growth, setting us on track to achieving our UK target

OUR INCLUSION TARGETS (CONTINUED)

Target	Progress FY22	Comment
LGBT+		
UK partner target of 5% by 2025	5.4% partners identified as LGBT+ in the UK	 <p>We have exceeded our initial target set for 2025.</p>
Global partner target of 3% by 2025	up 2.1% from 3.3% 94.6% non-LGBT+	
Minority ethnicity		
Americas & UK Targets*:	% of identified represented by ethnic minority	
15% of new partners by 2025	US:	
30% senior associates and business professionals (manager and above) by 2025	 <p>Partners</p>	 <p>Senior Associates</p>
		 <p>Business Professionals</p>
	UK:	
	 <p>Partners</p>	 <p>Senior Associates</p>
		 <p>Business Professionals</p>
	<p>We achieved positive progress on our ethnicity partner targets this year, with 33% of new partners in the Americas and 25% in the UK. If this rate of increase is maintained in both regions, we will exceed our 2025 target.</p> <p>We've maintained a population level above our target of 30% for Senior Associates and Business Professionals in the US.</p> <p>We've seen increases towards our target for Senior Associates and Business Professionals in the UK and we will continue to implement initiatives based on our new research to progress the rate of change.</p>	

* We have ethnicity targets in the US and UK regions as these are currently the only regions where we collect data on ethnicity.

LOOKING AHEAD

We are encouraged by the direction of change since we set our targets in 2021.

We are maintaining our focus so we can accelerate progress towards our targets.

We will continue the design and implementation of new inclusion focussed initiatives, tracking their impact as they are embedded across the firm.

PRIORITIES FOR FY23 INCLUDE:

1

Leadership roles and committees

Working across the firm to ensure our new structures and leadership roles and succession planning have an inclusion focus

2

Inclusion and lateral recruitment

Ensuring that our inclusion values are embedded in our lateral hiring process. This has been supported by our new global recruitment lateral guidelines and the expansion of the Mansfield Rule, which has already had a positive influence in the US since we adopted it in 2017. We have also introduced the Mansfield Rule in the UK this year

3

Global People Strategy

The new strategy reflects inclusion as a core value of the firm and a range of new initiatives including our "Three conversations" initiative will help bring focus and delivery

Find out more about inclusion at Clifford Chance [here](#)



GLOBAL GENDER STATISTICS



GLOBAL GENDER STATISTICS

ALL REGIONS

	2022	2021	2020	2019	2018	2017
All Partners						
Women	140	125	123	116	104	105
Men	459	455	473	470	472	472
% Women	23.4%	21.6%	20.6%	19.8%	18.1%	18.2%
% Men	76.6%	78.4%	79.4%	80.2%	81.9%	81.8%
Equity Partners						
% Women	19.4%	18.2%	17.1%	17.0%	15.9%	14.9%
% Men	80.6%	81.8%	82.9%	83.0%	84.1%	85.1%
Non-Equity Partners						
% Women	32.1%	28.8%	28.5%	26.1%	23.1%	25.7%
% Men	67.9%	71.2%	71.5%	73.9%	76.9%	74.3%
Lawyers						
Women	1,399	1,308	1,294	1,254	1,119	1,177
Men	1,241	1,196	1,265	1,294	1,231	1,250
%Women	53.0%	52.2%	50.6%	49.2%	47.6%	48.5%
% Men	47.0%	47.8%	49.4%	50.8%	52.4%	51.5%
Business Professionals						
Women	2,352	2,381	2,468	2,638	2,241	2,115
Men	1,217	1,189	1,188	1,606	1,097	1,027
%Women	65.9%	66.7%	67.5%	62.2%	67.1%	67.3%
% Men	34.1%	33.3%	32.5%	37.8%	32.9%	32.7%

Data as of May 2022

- The figures are based on headcount numbers: 2022, 2021, 2020 and 2019 figures show combined On and Off headcount data. Excluded are Outsourced, Freelancers, Agency Temps, Work Experience, Consultants, Retired Partner Consultants
- For more information on our offices and locations, [visit our website](#).
- We have included an Equity/Non-Equity partner split for All Regions. Due to policy, we do not disclose this data on local or regional level.
- 'Lawyers are made up of Counsel, Senior Associates, Associates and Trainees. Excludes partners.
- 'Business Professionals' includes a range of roles and seniority within our business service functions across our Coordinator/Assistant; Manager; Executive Manager; Director and Executive Director career bands.

AMERICAS GENDER STATISTICS

AMERICAS

	2022	2021	2020	2019	2018	2017
Partners						
Women	19	18	15	12	9	9
Men	65	64	69	63	63	65
%Women	22.6%	22.0%	17.9%	16.0%	12.5%	12.2%
Lawyers						
Women	131	111	106	96	80	87
Men	110	103	121	116	116	108
%Women	54.4%	51.9%	46.7%	45.3%	40.8%	44.6%
Business Professionals						
Women	149	151	163	210	154	148
Men	83	77	84	154	93	90
%Women	64.2%	66.2%	66.0%	57.7%	62.3%	62.2%

Data as of May 2022

ASIA PACIFIC GENDER STATISTICS

ASIA PACIFIC

	2022	2021	2020	2019	2018	2017
Partners						
Women	28	25	27	29	26	30
Men	64	60	69	68	67	66
%Women	30.4%	29.4%	28.1%	29.9%	28.0%	31.3%
Lawyers						
Women	236	222	219	233	221	234
Men	194	188	200	203	207	209
%Women	54.9%	54.1%	52.3%	53.4%	51.6%	52.8%
Business Professionals						
Women	372	362	386	437	397	374
Men	83	93	85	130	87	80
%Women	81.8%	79.6%	82.0%	77.1%	82.0%	82.4%

Data as of May 2022

CONTINENTAL EUROPE GENDER STATISTICS

CONTINENTAL EUROPE

	2022	2021	2020	2019	2018	2017
Partners						
Women	39	36	33	31	30	29
Men	179	175	181	187	184	181
%Women	17.9%	17.1	15.4%	14.2%	14.0%	13.8%
Lawyers						
Women	526	515	522	487	435	442
Men	531	509	539	558	520	535
%Women	49.8%	50.3%	49.2%	46.6%	45.5%	45.2%
Business Professionals						
Women	778	844	902	897	806	811
Men	249	266	276	296	242	252
%Women	75.8%	76.0%	76.6%	75.2%	76.9%	76.3%

Data as of May 2022

MIDDLE EAST GENDER STATISTICS

MIDDLE EAST

	2022	2021	2020	2019	2018	2017
Partners						
Women	1	1	1	1	1	1
Men	18	16	17	18	18	17
%Women	5.3%	5.9%	5.6%	5.3%	5.3%	5.6%
Lawyers						
Women	38	25	27	28	25	26
Men	43	40	38	48	48	45
%Women	46.9%	38.5%	41.5%	36.8%	34.2%	36.6%
Business Professionals						
Women	33	35	35	32	33	33
Men	14	14	15	20	14	15
%Women	70.2%	71.4%	70.0%	61.5%	70.2%	68.8%

Data as of May 2022

UK GENDER STATISTICS

UK

	2022	2021	2020	2019	2018	2017
Partners						
Women	53	45	47	43	38	36
Men	133	140	137	134	140	143
%Women	28.5%	24.3%	25.5%	24.3%	21.3%	20.1%
Lawyers						
Women	468	435	420	410	358	388
Men	363	356	367	369	340	353
%Women	56.3%	55.0%	53.4%	52.6%	51.3%	52.4%
Business Professionals						
Women	716	725	774	886	666	621
Men	326	338	362	652	351	309
%Women	68.7%	68.2%	68.1%	57.6%	65.5%	66.8%

Data as of May 2022

INDIA GENDER STATISTICS

INDIA

	2022	2021	2020	2019	2018	2017
Partners						
Women		0	0	0	0	0
Men		0	0	0	0	0
%Women			0.0%	0.0%	0.0%	0.0%
Lawyers						
Women		0	0	0	0	0
Men		0	0	0	0	0
%Women			0.0%	0.0%	0.0%	0.0%
Business Professionals						
Women	304	264	208	176	147	128
Men	462	401	366	354	294	281
%Women	39.7%	39.7%	36.2%	33.2%	33.3%	31.3%

Data as of May 2022



ETHNICITY STATISTICS FOR US AND UK



ETHNICITY STATISTICS

US

	2022	2021	2020	2019	2018	2017
Partners						
Ethnic Minority	7	8	7	3	5	5
Non-Ethnic Minority	65	64	66	50	61	61
Not Identified	9	9	10	22	5	7
Total	81	81	83	75	71	73
Percentage of identified represented by ethnic minority	9.7%	11.1%	9.6%	5.7%	7%	7.6%
Lawyers						
Ethnic Minority	81	75	76	17	65	59
Non-Ethnic Minority	118	110	126	38	120	120
Not Identified	36	20	15	154	5	7
Total	235	205	217	209	190	186
Percentage of identified represented by ethnic minority	40.7%	40.5%	37.6%	30.9%	34%	33.0%
Business Professionals						
Ethnic Minority	102	113	113	78	117	103
Non-Ethnic Minority	92	89	102	66	102	90
Not Identified	29	26	24	213	20	22
Total	223	228	239	357	239	215
Percentage of identified represented by ethnic minority	52.6%	55.9%	52.6%	54.2%	49%	53.4%

Data as of May 2022

*Ethnic minority means: American Indian/Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian/Pacific Islander, Two or more races, Other [definitions influenced by US-specific legislative diversity definitions].

**Lawyers are made up of Counsel, Senior Associates, Associates, and Trainees. Excludes partners.

The figures are based on headcount numbers. 2022, 2021, 2020 and 2019 figures show On and Off headcount data. Excluded are Outsourced, Freelancers, Agency temps, Work Experience, Consultants, Retired Partner Consultants.

Our reporting must comply with local legislation (for example, data protection), custom and practice, and accordingly we report only those regions where ethnicity is capable of this compilation and aggregation.

For more information on our offices and locations, [visit our website](#).

ETHNICITY STATISTICS

UK

	2022	2021	2020	2019	2018	2017
Partners						
Ethnic Minority	17	18	13	12	13	8
Non-Ethnic Minority	153	158	158	150	148	148
Not Identified	16	9	13	15	17	23
Total	186	185	184	177	178	179
Percentage of identified represented by ethnic minority	10.0%	10.2%	7.6%	7.4%	7.3%	5.1%
Lawyers						
Ethnic Minority	225	211	199	161	171	178
Non-Ethnic Minority	455	481	452	422	391	426
Not Identified	151	99	136	196	136	137
Total	831	791	787	779	698	741
Percentage of identified represented by ethnic minority	33.1%	30.5%	30.6%	27.6%	24.5%	29.5%
Business Professionals						
Ethnic Minority	173	170	179	149	126	121
Non-Ethnic Minority	719	741	790	706	646	607
Not Identified	150	152	167	683	245	202
Total	1,042	1,063	1,136	1,538	1,017	930
Percentage of identified represented by ethnic minority	19.4%	18.7%	18.5%	17.4%	12.4%	16.6%

Data as of May 2022

*Ethnic minority means: Black or Black British, Asian or British Asian, Chinese, Other ethnic group, Mixed (definitions influenced by UK-specific legislative diversity definitions).

**'Lawyers' includes Counsel, Associate/Assistant and all equivalents (covering Lawyer levels 1 – 4) and Trainees and equivalents. Excludes partners.

***'Business Professionals' includes a range of roles and seniorities across all of our business service functions including Secretaries, Legal Support, Operations, Finance, HR and IT.

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Our UK offices are: London and Newcastle. For more information on our offices and locations, [visit our website](#).



UK LGBT+ STATISTICS FOR UK



LGBT+ STATISTICS

UK

UK		
2022	LGBT+	Non LGBT+
Partners	5.16%	94.84%
Lawyers	11.62%	88.38%
Business Professionals	6.39%	93.61%
Grand total	8.39%	91.61%

* 'Business Professionals' includes a range of roles and seniorities across all of our business service functions including Secretaries, Legal Support, Operations, Finance, HR and IT.

** 'Lawyers' includes Counsel, Associate/Assistant and all equivalents (covering Lawyer levels 1 – 4) and Trainees and equivalents. Excludes partners.

The figures are based on headcount numbers. 2022 figures show On and Off headcount data. Excluded are Outsourced, Freelancers, Agency temps, Work Experience, Consultants, Retired Partner Consultants.

Our UK offices are: London and Newcastle. For more information on our offices and locations, [visit our website](#)

WHY CLIFFORD CHANCE

OUR INTERNATIONAL NETWORK

31 OFFICES

21 COUNTRIES

ABU DHABI

CASABLANCA

ISTANBUL

NEWCASTLE

SÃO PAULO

WASHINGTON, D.C.

AMSTERDAM

DELHI

LONDON

NEW YORK

SHANGHAI

BARCELONA

DUBAI

LUXEMBOURG

PARIS

SINGAPORE

KYIV¹

BEIJING

DÜSSELDORF

MADRID

PERTH

SYDNEY

RIYADH²

BRUSSELS

FRANKFURT

MILAN

PRAGUE

TOKYO

BUCHAREST

HONG KONG

MUNICH

ROME

WARSAW

1. Clifford Chance has a best friends relationship with Redcliffe Partners in Ukraine.

2. Clifford Chance has a co-operation agreement with Abuhimed Alsheikh Alhagbani Law Firm in Riyadh.

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

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