

OBJECTIVES & KPIs 2022/2023

DOING BUSINESS	
OBJECTIVE	KPIs 2022/2023
Equip our people with the training and support to do the right thing, in the right way - and drive cultural change through roll out of the Code of Conduct	<ul style="list-style-type: none"> • Progress comprehensive programme of activities to enhance our ethical culture, including continued roll out of the Code of Conduct with at least 50 workshops in the next 12 months • Develop and deliver internal communications programme to ensure expectations and support available are understood by all our people • Roll out Speak Up e-learning course and guidance across the firm to encourage and support speaking up appropriately when behaviours and actions aren't right • Launch a new mandatory global Anti Bribery and Corruption training programme with a completion rate of at least 85% of all staff
Progress comprehensive programme of activities to enhance our ethical culture, including continued roll out of the Code of Conduct	<ul style="list-style-type: none"> • Continue to embed Global Crisis Management Guidelines firm-wide, including escalation and governance • Ensure operational risk and resilience strategy is understood and embedded globally • Run at least 2 crisis management exercises • Evolve Business Continuity insights to inform future risk and resilience practices • Continue global engagement and compliance with suite of materials in Operational Resilience Framework • Evolve use of Fusion platform for managing Operational Resilience – to include service catalogue of priorities for all critical and essential processes and activities • Continue programme of Business Continuity Assessment globally – update and review business impact analysis, testing including Mimecast testing and scenario testing

DOING BUSINESS	
OBJECTIVE	KPIs 2022/2023
Proper constitution of the Disciplinary Committee	<ul style="list-style-type: none"> • Continue to monitor and track use of disciplinary procedures
Implement Intapp Terms	<ul style="list-style-type: none"> • Terms implemented and existing client terms migrated/uploaded to the new database
Promoting the work of the Responsible Business Board (RBB) through raising awareness of its scope and policies	<ul style="list-style-type: none"> • Internal awareness, e.g. continued evolution of climate policy • Integration of RBB into new management structure of the Firm

PEOPLE	
OBJECTIVE	KPIS 2022/2023
Review our People Strategy in line with firm strategy and internal / external talent dynamics	<ul style="list-style-type: none"> • Biannual review of People Strategy progress with firm's Executive Leadership Group. • Establish phase two priority projects and associated KPIs that align to firm strategy.
Establish Talent Pipeline Reviews	<ul style="list-style-type: none"> • Biannual review of sub-set of Associate population in each region. • Global pipeline review committee to meet Biannually to monitor actions agreed at regional level. • Review capacity to scale to run pipeline reviews to additional associate populations.
Redefine the role of Career Development Partner	<ul style="list-style-type: none"> • Complete first full year cycle of three conversations. • Introduce opportunities for partners to provide peer feedback when collaborating to generate new work for the firm. • Refine our assessment process to reflect regular manager conversations.
Create our Wellbeing Strategy	<ul style="list-style-type: none"> • Formalise the global Wellbeing Strategy • Determine KPIs • Finalise the programmatic elements for phase one
Increase visibility of wellbeing	<ul style="list-style-type: none"> • Publicise wellbeing strategy • Increase conversations about wellbeing at firm-level • Establish wellbeing brand and communication channels • Enhance our employee listening capability
Engage people in wellbeing	<ul style="list-style-type: none"> • Establish representative groups to give input into the firm's wellbeing activities • Engage more people to shape healthy working practices • Build on the existing Mental Health support programme

PEOPLE	
OBJECTIVE	KPIS 2022/2023
Engaging and activating the global firm population as advocates for inclusion	<ul style="list-style-type: none"> • Develop global and regional inclusion campaigns that allow all people to engage in the inclusion project and raise awareness. • Continue the roll out of Code of Conduct training globally and design and deliver follow up campaigns to further embed the Code. • Work with relevant internal stakeholders to embed inclusive practices and deliver inclusive facilities in all building upgrades and new buildings.
Work with external stakeholders to deliver inclusion	<ul style="list-style-type: none"> • Develop and roll out new inclusion metrics with our clients to ensure that data requests are targeted, strategic and enshrine our colleagues to anonymity. • Develop effective inclusive guidelines and support with our suppliers. • Collaborate with clients on raising awareness of and support for inclusion in the workplace. • Develop and sustain strategic collaborative arrangements with inclusion NGOs.
Increase the alignment of our learning and development programmes with our inclusion strategy	<ul style="list-style-type: none"> • Implement gender targets strategy and publicly report on progress towards the global and regional gender targets • Establish more Accelerate>>> affinity groups across our offices, increase regional connectivity and build regional Accelerate>>> structures.
Improve LGBT+ inclusion in our firm	<ul style="list-style-type: none"> • Implement LGBT+ inclusion targets strategy and publicly report on progress towards the global and regional inclusion targets • Establish more Arcus affinity groups across our offices, increase regional connectivity and build regional and intra regional Arcus structures. • Develop LGBT+ roadmap for all offices to deliver LGBT+ inclusive workplaces and practices.

PEOPLE

OBJECTIVE

KPIS 2022/2023

Improve the ethnic diversity of our firm

- Implement ethnicity inclusion targets strategy and publicly report on progress of the regional targets
- Establish more REACH affinity groups across our offices, increase regional connectivity and build regional REACH structures.

Improve LGBT+ inclusion in our firm

- Establish more disability affinity groups around our global network to understand better our colleagues' experiences and to progress towards the commitments we have made as part of Valuable 500.

Improve inclusion of disability within our firm

- Continue to develop and support our faith networks, family networks, veterans, networks and others.
- Develop range of interventions and potential study groups/affinity networks on social mobility.

Develop programs that improve inclusion for all in the firm and wider dimensions of diversity

- Develop and deliver a suite of inclusion sessions and training that align with regions, career stages, and teams

COMMUNITY

OBJECTIVE

KPIS 2022/2023

Continue to develop pro bono and community outreach opportunities that are aligned with business-critical areas

- Number of pro bono mandates in Africa, Europe and the US that help to develop the firm's position in these regions
- Number of pro bono mandates that help develop the firm's financial investor client base

Continue to undertake pro bono and community outreach work that strengthens the capabilities of our people and our relationships, and maximises the value we add to our pro bono clients' capacity to achieve their mission

- Pro bono involvement in innovative services and products
- Number of strategic pro bono relationships that exemplify our theory of change
- The number of our people who are serving on the boards of not-for-profit organisations

To contribute to the achievement of the SDGs by continuing to develop long-term strategic pro bono and community outreach relationships with the world's best NGOs

- The number of long-term global and local office strategic pro bono and community outreach relationships and the number of projects within these relationships
- The proportion of our pro bono work that is carried out within these relationships
- The number of such relationships with a focus on sustainable economic opportunity and the number of projects carried out within these relationships
- The strength of the feedback that we receive from the NGOs with whom we partner about the value of our contribution to the impact on the achievement of the SDGs that they have been able to deliver

COMMUNITY

OBJECTIVE

KPIS 2022/2023

Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams, effectively supported by the pro bono team

- The number of pro bono client teams
- The proportion of lawyers who report skills enhancement as one of the benefits of doing pro bono work

Our pro bono and community outreach practice will provide all of our people, at all levels with the opportunities to practice and enhance the skills that are key to their development, making them more effective and well-rounded

- The number of pro bono and community mandates allocated through the Paladin platform
- The number of graduate recruitment events and publications with pro bono and community content

Support the execution of the firm's Talent and Retention strategy

- The number of diversity and inclusion related pro mandates and joint pro bono and diversity and inclusion events

Support the firm's affinity groups

Support the delivery of the firm's environmental policy

- The number of environment-related pro bono mandates

Continue to develop and refine our capability and that of our clients, to support effectively the widest range of civil society organisations, from small community-based organisations to international NGOs

- The number of offices with a relationship with a local school or educational institution
- In-kind (hours) and direct financial investment in our pro bono and community outreach work

To develop contingency planning that enables the firm to deploy its internal resources in response to external events, e.g. health and natural disasters and social unrest, efficiently and impactfully

- The number of people helped by the NGOs we work with, as a result of our support for them

- The number of pro bono and community collaborations with our GSC and other clients (including the number of clients who request that we work with them)

- The number of pitches in which we provide details of our pro bono and community offering

- Internal and external communications articulating how our responsible business strategy, ESG practice and SDG alignment differentiate us

- External validation of our pro bono work, including recognition of our standing as significant actors within sectors that our pro bono practice supports

- Effective co-ordination by the global Foundation of the firm's disaster-relief grant-making at local office, regional and global levels

ENVIRONMENT

OBJECTIVE

KPIS 2022/2023

To reduce our absolute GHG emissions from our FY20 baseline in order to achieve our near-term targets (80% reduction for scope 1 and 2 and 47% reduction for scope 3) by 2030:

- Scope 1 & 2 emissions reduced by 7.3% (year on year average)
- Scope 3 emissions reduced by 4.2% (year on year average)

- Near-term 2030 science-based target implementation plan created and communicated across the firm
- Science based targets reviewed to ensure all relevant emission sources are being measured
- Total emissions generated in tCO2e:
 - Scope 1 – tCO2e
 - Scope 2 – tCO2e
 - Scope 3 – tCO2e

To support the work of environmental NGOs through pro bono assistance and grants from the Clifford Chance Foundation

- % and no./amount of our pro bono and community outreach mandates, and Clifford Chance Foundation grants, that contribute to the achievement of the Sustainable Development Goals relating to the environment

To improve the collation and usefulness of data about the contribution to the environment related SDGs made by our pro bono and fee-paying work; and the benefits accruing personally to our colleagues from their involvement

- Successful generation of report identifying specific contribution of pro bono and fee-paying work to environmental SDGs
- Successful generation of report analysing benefits to colleagues of involvement in environmental pro bono work

To reduce our waste by 10% per FTE year on year from an FY20 base year

- % plastic waste generated per FTE and per region
- % paper waste generated per FTE and per region

To reduce our water consumption by 5% per FTE year on year from an FY20 base year

- % water consumed per FTE and per region

ENVIRONMENT

OBJECTIVE

KPIS 2022/2023

To participate in recognised external forums to inform and support our our near-term 2030 science-based target commitment.

- No. of external forums attended

To raise internal and external awareness and involvement in our environmental and energy policies to support the delivery of our near-term 2030 science-based target commitment.

- % of colleagues engaged and/or trained
- No. of Campaigns
- Interaction (Internal/External) e.g. –
 - No. of global news stories
 - Total number of views
 - No. of likes
 - No. of comments
 - Highest click rate (%)
 - No. of firm-wide vMail campaigns
 - No. of events

To leverage our Sustainable Procurement Programme to understand our suppliers' indirect and direct GHG emissions and to use the outputs from independent verification and analysis to report and reduce our scope 3 emissions and, in collaboration with our supply chain, fulfil our near-term 2030 science-based target commitment.

- % Key suppliers taking action on energy consumption & GHGs
- % Key suppliers that have waste management procedures in place
- % Key suppliers reporting on energy consumption & GHGs
- % Key suppliers signed up to Science Based Targets Initiative
- % Key suppliers that have acknowledged our Supplier Code
- No. of Suppliers Engaged (Global)
- Total emissions generated in tCO2e:
 - Scope 1 – tCO2e
 - Scope 2 – tCO2e
 - Scope 3 – tCO2e