

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

**RESPONSIBLE
BUSINESS
REPORT 2024**



Contents

Financials 2023/24

See our [Financial Results FY24](#) for our financial performance. Our accounts are fully audited by external auditors and overseen by our Audit & Risk Committee.

Under the rules of certain US jurisdictions, this document may constitute attorney advertising. Prior results do not guarantee a similar outcome.

Introduction

Our progress towards our Responsible Business objectives during the financial year ended 30 April 2024 (FY24) was guided by our focus on understanding the evolving needs of our stakeholders – our people, our clients and our communities – and translating them into actions which deliver positive impact.

Listening to our stakeholders

To guide this year's reporting, we drew upon the high-level materiality assessment we completed in May 2023 that engaged our people, our clients and our NGO partners. The assessment (see page 6) highlighted issues which our stakeholders prioritise, including data protection and AI, climate change, wellbeing, learning and development and inclusion. This report includes our approaches to these and other topics, and examples of working alongside our clients on initiatives that tackle issues that cover many of these areas.

The assessment also prioritised the significance of thought leadership to our stakeholders. By way of example, on page 8 there is a cross-section of the guidance and insights we shared with our clients on sustainability-related developments, topics and trends.

Investing in our people

As part of our focus on listening, we conducted a global engagement survey among our people in February 2024. We are hugely encouraged by the motivation of our people and their engagement in our strategy and in our firm – the survey showed that 89% of our people feel proud to work here. The survey also highlighted areas for attention, including a lower engagement score overall for female colleagues as well as the need to improve how we encourage our people to Speak Up, which is one of the five principles of our Code (described on page 14).

Our global People Strategy aims to nurture and develop exceptional, inclusive talent, in an environment where our people can thrive and deliver high-quality service for our clients. We made progress on this Strategy in FY24 by strengthening our wellbeing

programme, investing in the development of leaders, and ensuring our workforce is well-prepared for the adoption of new technologies, including generative AI, which will continue to transform our sector.

Continued focus on sustainability and our communities

Our strategy to mitigate our own environmental impact continues to yield solid results.

Our pro bono and community initiatives remained closely aligned with our own values, continued to deliver significant impact for our communities, and helped our people to develop and build new skills.

Future focus on how we measure progress

One area of focus for the next reporting period (in the year ending 30 April 2025) is revisiting key performance indicators (KPIs), which we use to measure the progress of our responsible business strategy.

In doing so, we will use the insights gained from engaging with our people, clients and communities as well as external benchmarking to ensure our KPIs are appropriately capturing the impact we generate and are aligned with market best practice and the evolving expectations of our stakeholders.

Charles Adams, Global Managing Partner
Adrian Cartwright, Senior Partner

Progress at a glance

FY24 (unless stated)

180
workshops

for **3,748** people on our Code since FY21

89%
proud
to work here

46%
women

Executive Leadership Group

Most Influential Legal Adviser

Global Renewables M&A 2023,
Clean Energy Pipeline

1,800+

legal and business skills courses delivered

#1 Best Law Firm

for LGBTQ+ individuals,

#2 Best Law Firm

for Career Outlook, Firm Culture, Hours and Satisfaction, Vault US 2025

162,000
Global Virtual Internship

enrolments from **143** countries since FY20

Best Law Firm Advisory Team

Environmental Protection, Legal 500
UK ESG Awards 2024

171
Mental Health Champions

Band 1 ESG Risk Global-wide

Chambers Crisis & Risk Management Guide 2024

72%
renewable

electricity used

90%
key suppliers

taking steps to decarbonise

123
Band 1

rankings Chambers Global 2024, more than any other firm

£3m
donated

to **102 NGOs**

74,628
Pro bono

and volunteering hours / **£46m** in equivalent value

Our responsible business strategy and governance within the context of the firm's governance structure

Our responsible business strategy is organised around the following four pillars:

- Doing Business
- People
- Community & Pro Bono
- Environment

Each pillar has dedicated leads and delegates who set annual objectives, strategies and communicate progress.

Governance



Executive Leadership Group

Has ultimate responsibility for the strategy of the firm, including the responsible business strategy.



Responsible Business Board

Proposes and drives oversight over the responsible business strategy of the firm, as approved by and under the responsibility of the Executive Leadership Group (ELG).



Net Zero Delivery Group

Recommends and manages the firm's Net Zero Programme and provides analysis on environmental risks for risk management and reporting (including financial) purposes.

Measuring our progress and reporting frameworks

- **Key performance indicators:** Objectives and key performance indicators (KPIs) track the progress of our responsible business strategy. You can find the performance of our firm versus the KPIs we set for the year ended 30 April 2024 (FY24) on page 28.
- **UN Global Compact:** Clifford Chance is a signatory to the UN Global Compact (UNGC) and each year we complete a Communication on Progress.

- **WEF SCMs:** Clifford Chance supports the World Economic Forum's International Business Council Stakeholder Capitalism Metrics (SCMs), which are arranged into People, Planet, Prosperity, and Principles of Governance pillars. You can find our SCMs 2024 on page 48.
- **TCFD:** In accordance with the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) regulations 2008, as amended by the Limited Liability Partnerships (Climate-related Financial Disclosure) Regulations 2022, see our [Taskforce on Climate-related Financial Disclosure](#).

Our Responsible Business Board

The Responsible Business (RB) Board comprises the following members:

- Chair (former Senior Partner, also chairs the firm's Global ESG Board)
- Deputy Chair (also chairs the firm's Net Zero Delivery Group)
- Global Clients, Markets and Products Partner (member of the ELG, and chairs the Clients, Markets and Products sub-committee of the ELG)
- Executive Partner (i.e., our Global General Counsel, member of the ELG)
- Chief Risk & Compliance Officer
- General Counsel US
- Chief People Officer
- Chief Operating Officer (member of the ELG)
- Global Pro Bono & Community Director
- Global Head of Brand, Communications and Marketing
- Partner from Asia Pacific
- Partner from Continental Europe
- Secretary to the RB Board

- Our Global Managing Partner (also leads the ELG) and our Senior Partner both have a standing invitation to RB Board meetings and receive the RB Board's internal communications and materials.

Our risk management policy development, implementation and compliance monitoring are undertaken through the General Counsel and Risk functions, overseen by the firm's Executive Partner and the Chief Risk & Compliance Officer.



Band 1 Business & Human Rights Global-wide
Chambers Global Guide 2024

UN Global Compact signatory



United Nations
Global Compact

WEF Stakeholder Capitalism Metrics signatory

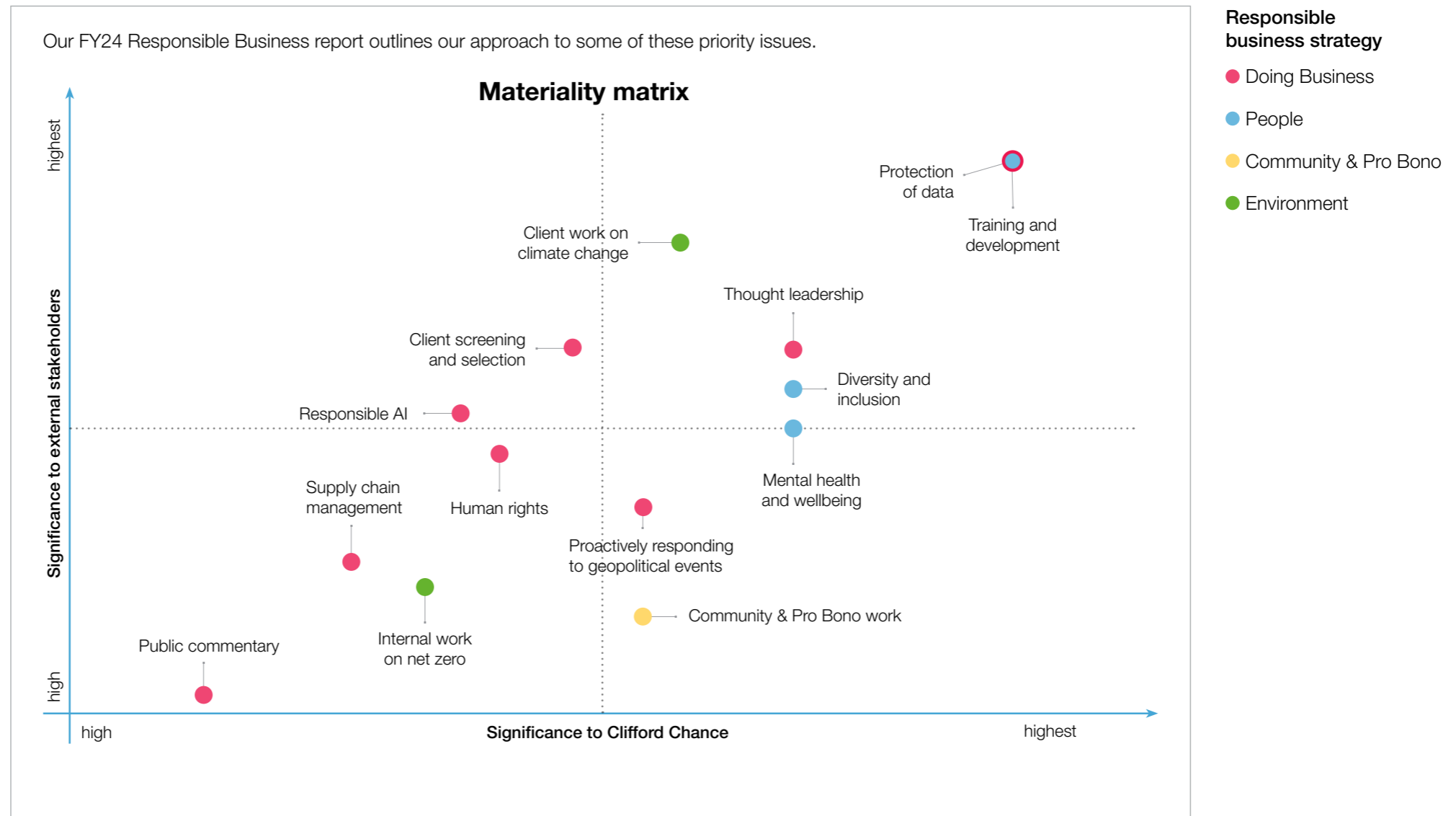
Credits

Our thanks for this reporting go to all our colleagues, our clients and other stakeholders across the world, and the core team who, by working together, have embodied the spirit of collaboration in delivering on the responsible business commitments featured in this report.

Approach to materiality

Prioritising the expectations of our stakeholders

To strengthen our continued commitment to being a responsible business and to prioritise material issues, in FY23 we launched our second materiality assessment. The high-level assessment, described in our [Responsible Business report 2023](#) and outlined opposite, adopted a standard methodology. We worked alongside a third-party consultancy to understand the material issues that our clients, our people and the NGOs with which we work prioritise. The assessment does not equate to the assessments of materiality for statutory reporting purposes.



United Nations Sustainable Development Goals

Clifford Chance signed the UN Global Compact in 2009 and in our Responsible Business report 2024, we provide insights into our efforts to help achieve the UN Sustainable Development Goals (SDGs). SDG symbols adjacent to case studies within this report signpost alignment.



The RB Board seeks to encourage the engagement of the firm with the SDGs, integrating them into our work and initiatives. Specific examples of our engagement with these objectives include:

SDG 5 Gender equality

Clifford Chance has a longstanding commitment to My Sisters' Place in New York where we work as one with the community to support women (see page 23).

SDG 13 Climate action

We worked closely with the Net Zero Lawyers Alliance (NZLA) and other law firms to help the NZLA to develop a suite of resources that is helping the legal sector to enable its net zero ambitions (see page 26).

SDG 16 Peace, justice and strong institutions

Our Code was cited by the UNGC UK Chapter's SDG Showcase as an exemplary approach towards SDG16.

SDG 17 Partnership for the goals

We work closely in collaboration with our pro bono clients, uniting to build capacity on joint initiatives that are helping drive the SDGs in communities the world over. Our theory of change provides a template for ensuring that we maximise the contribution that the investment of our time and money achieves (as described in our [Responsible Business report 2022](#)).

Helping our clients to navigate sustainability

Our perspectives and insights on sustainability-related issues extend across seminars, webinars, training and briefings. Regular thematic publications and timely analyses of regulatory developments and market events offer strategic guidance and insights to our clients. Topics covered include sustainable finance and investment opportunities, emissions, climate tech, innovation and infrastructure to facilitate the energy transition, and the promotion of human rights, talent and diversity in the workforce across businesses and supply chains.



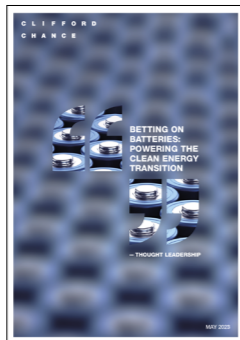
Sustainability & ESG Trends 2024

We look ahead and assess the challenges and opportunities on a range of strategic issues.



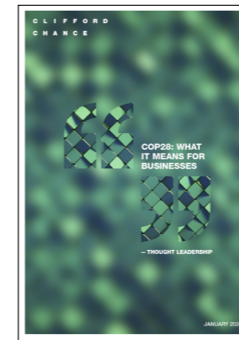
Energy Transition Trends 2024

Developments in the energy transition, which requires a massive and increased rate of investment from both the public and the private sectors.



Betting on Batteries

Powering the clean energy transition. With global demand for batteries to power the clean energy transition, the opportunities and risks are increasing.



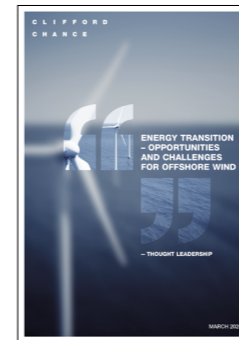
COP28

The 28th UN Climate Change Conference of the Parties, Dubai, 30 November to 12 December 2024 – provided the first Global Stocktake examining progress on climate action under the Paris Agreement.



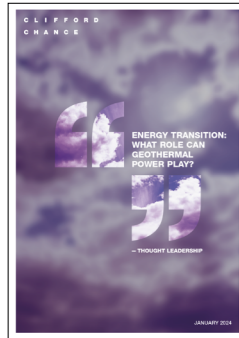
Global Antitrust Challenges for Industry Climate Alliances and Cooperation on Environmental Sustainability

As businesses seek new ways to work together to improve environmental sustainability, navigating diverging approaches to competition law in different jurisdictions is becoming increasingly complex.



Energy Transition: Opportunities and Challenges for Offshore Wind

With increasing global demand for offshore wind to power the clean energy transition, the opportunities and risks are multiplying.



Energy Transition: What role can geothermal power play?

Geothermal energy is among the oldest types of power harnessed by humans. It holds a unique place in the energy mix, thanks to being entirely independent of weather yet not relying on fossil fuels.



Funding the energy transition: Mobilising private finance for net zero

There is widespread acknowledgment of the scale of action required to address climate change by accelerating the development of low-carbon energy sources, while also decarbonising industry and transportation.



The green industrial policy revolution: Developments in trade, energy transition, and geopolitics

Driven by the energy transition, national security concerns, and commitments to support domestic production, countries are increasingly taking measures to develop green economies and energy systems at home.



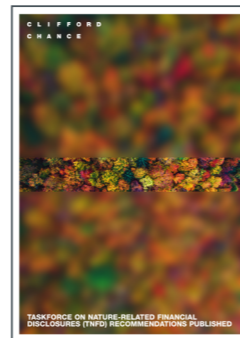
Just Transition: A Framework for Investor Engagement

A joint paper between Amundi Asset Management and Clifford Chance in partnership with the Grantham Research Institute and the Financing the Just Transition Alliance.



Business and Human R(AI)ghts: The Guiding Principles and Code of Conduct for Organisations Developing Advanced AI Systems

The Principles and Code incorporate international BHR standards and provide guidance on risks that might arise when developing AI systems, as well as steps to advance responsible AI stewardship.



Taskforce on Nature-related Financial Disclosures

The finalised TNFD framework establishes a new standard for disclosure on nature and biodiversity impacts and opportunities.



Private Equity: Antitrust and new competition law developments in employment and technology

A podcast on the new antitrust, foreign direct investment and foreign subsidies developments along with competition law developments in employment and technology and how these affect sponsors and their investment in portfolio companies.



Responsible AI in Practice

To help identify the pressures faced by policymakers and demands from stakeholders, our report, in partnership with Milltown Partners, analyses the results of focus groups of policy-informed individuals conducted in the US, the UK and Germany.



Generative AI: The Big Questions

Here our experts examine some of the big questions to address when exploring generative AI opportunities.

02 > Doing Business

A responsible approach to AI adoption | Working together on climate risks

Commitment to legal excellence

The Doing Business pillar of our responsible business strategy builds on the firm's principles of integrity, ethical conduct, and a commitment to legal excellence.


This commitment to responsible business practices extends to the firm's supply chain, where the firm has implemented sustainable procurement policies and practices.


- **Embedding our Code:** Our values-based Code is the cornerstone of the firm's culture, encapsulating our commitment to integrity, inclusivity, responsibility, and excellence, guiding our interactions – and setting the standard for behaviour, both internally and externally.

In the year ended 30 April 2024, the firm made progress in embedding the Code, but more needs to be done to live our values day-to-day.


- **Responsible use of generative AI:** Adopting technology safely and securely is an imperative for our firm and our clients. We are ensuring that our use of AI is responsible and aligned with our values, as explained on page 11, and that our people have the tech skills for effective, competent adoption (see page 15).
- **Deepening understanding of climate risk issues:** As described on page 12, a joint team including our Net Zero Delivery Group and Risk function worked together to further the firm's understanding of the likely impacts of climate-related risks and opportunities on our business.


Our values-based Code

 Act with integrity

 Be inclusive

 Speak up

 Embrace challenge

 Act responsibly

Read our [Code](#)

180
Workshops

3,738
Participants

Embedding our Code
since FY21

A responsible approach to secure generative AI tool adoption

Artificial Intelligence (AI) is transforming legal services and the wider services industry. As a global law firm, we are committed to maintain the highest professional standards around our use of AI, that protects our clients, adheres to the law, and enhances the quality of our legal services to our clients.

During the year ended 30 April 2024 (FY24), we expanded our use of generative AI with the deployment of Microsoft Copilot for M365, Microsoft Viva Suite, Microsoft Teams Premium and our own private and secured AI tool, Clifford Chance Assist, developed on Microsoft's Azure OpenAI platform. All colleagues at Clifford Chance have access to these tools.

By the end of April 2024, we were already seeing positive adoption rates (more than 60% daily adoption). Deployment, however, is only part of the solution. The key is safe, secure and pervasive adoption for all roles across the firm. Steps undertaken during FY24 helped us to achieve that.

AI Principles and Policy framework

During FY24 we designed and introduced our AI Principles (above right), which are integral to the comprehensive Policy framework that guides our use of AI. Taken together, our AI Principles and Policy framework aligns with international best practices, and is grounded in fairness, transparency, accountability, and privacy.

Our AI Principles



Act with Integrity



Design for Confidentiality and Privacy



Use AI Responsibly



Build Securely



Engage Openly

Read more about our [AI Principles](#) on our website.

AI Governance

With the latest AI advances, we revised our governance and introduced a new AI & Innovation Board. We also set up AI Steering Groups in every practice area and business professional functions, with a diverse representation on each of those groups to consider how AI might be applied in their respective work, in compliance with our AI Principles & Policy.

The AI Steering Groups collectively identified 400+ AI use cases to be reviewed against our policy and prioritised for scaling up into firm-wide delivery. Internal case studies showcased the wide range of responsible usage of new technologies in action.

Learning and development

A compulsory eLearning module on our AI Principles is a core element in the firm's comprehensive approach to advancing

technology skills, described on page 15 within the People section of this report.

In addition to driving our own responsible adoption of technology, Clifford Chance is advising clients on how to articulate their ethics principles and approach to AI. The advice covers looking at their governance structures and the need to address AI risks – and opportunities – including at board level and disseminating across the business.

Working together on our climate change risks

Our Enterprise Risk Management (ERM) framework is designed to identify key risks affecting our business and address their likelihood, their impact and how quickly they may materialise. During FY24, we integrated climate change risk into our risk framework with greater specificity than before.

Our Net Zero Delivery Group (NZDG), working with our Operations, Risk and Compliance teams and other relevant stakeholders, conducted discussions and two workshops with colleagues, in prioritising risks, testing mitigations, introducing new mitigations, and ensuring effective risk ownership.

Climate Scenario Analysis

The exercise adopted the standard methodology of Climate Scenario Analysis (CSA) (see table right), where risks – as well as opportunities – are considered in terms of likely impacts across three future time horizons (2030, 2040 and 2050) and three different scenarios for climate change, categorised as an approximate temperature increase of 1.6°C by 2050, 2°C by 2050 and 2.4°C by 2050. The CSA applied the firm's internal risk analysis criteria to its year ended 30 April 2024 revenue and operating costs to determine the impact of the identified risks and opportunities across these future horizons and scenarios.

The firm's updated climate risk matrix can be found in our FY24 Task Force on Climate-Related Financial Disclosure (TCFD). The result is a clearer impression of what climate change risk means to our business.

Climate Scenario Analysis – the scenarios

| Scenario | Aggressive Response | Moderate Response | Business as Usual |
|---------------------------------------|--|--|---|
| Approximate temperature increase | 1.6°C by 2050 | 2°C by 2050 | 2.4°C by 2050 |
| Based on publicly available scenarios | IPCC RCP “2.6” scenario and “SSP1-1.9” scenario NGFS “Net Zero 2050” IEA “Net Zero by 2050” Scenario | IPCC RCP “4.5” scenario and “SSP2-4.5” scenario NGFS “Nationally Determined Contributions” IEA “Announced Pledges” scenario | IPCC RCP “8.5” scenario and “SSP5-8.5” NGFS “Current Policies” IEA “Stated Policies” scenario |
| Overview and assumptions | The world is on track to keep global warming to 1.5°C above pre-industrial levels by 2100. Stringent climate policies introduced early across all countries, allowing both physical and transition risks to be relatively subdued. | Reflects the world where all announced pledges and policy interventions (e.g. NDCs) are delivered. Delayed implementation of climate policies and technology uptake to support the transition. | Reflects how global energy markets would evolve if governments made no changes to their existing policies and measures. NDCs are not met, and emissions continue to grow, leading to severe physical risks. |

IPCC RCP – Intergovernmental Panel on Climate Change Representative Concentration Pathways.

NGFS – Network for Greening the Financial System.

IEA – International Energy Agency.

NDCs – Nationally Determined Contributions.

03 > People

Global People Survey 2024 | Enhancing our people's technology skills | Championing wellbeing in our firm

Nurturing excellence, championing healthy performance

At the heart of Clifford Chance is a commitment to inclusivity, professional growth, and the health of colleagues, ensuring that our people can achieve their full potential.

When people thrive, they deliver their best work to clients, colleagues, and communities. The firm's long-term people and talent strategy is built upon the pillars of modernising Talent Acquisition, Talent Management, Career Progression, Learning and Leadership Development, Compensation and Wellbeing.

In the year ended 30 April 2024, the firm made significant strides in enhancing its global talent approaches.

- **Leadership excellence:** The firm's learning and development programme is global and inclusive, offering accessible training to nurture future leaders.
- **Commitment to mental health and wellbeing:** The firm is embedding its health and wellbeing strategy. We are a proud signatory of the Mindful Business Charter, and during FY24 continued our investment in the Global Business Collaboration for Better Workplace Mental Health, which transitioned into the MindForward Alliance.

- **Championing mental health issues:** The firm's growing network of over 170 Mental Health Champions, described on page 15, is forging a culture where people can be transparent about their mental health, and where open conversations are encouraged.
- **Advancing technological proficiency:** We are ensuring that our use of AI is responsible and aligned with our values, as explained on page 11, and that our people have the tech skills for effective, competent adoption, as described on page 15.

Our Workforce

At year ended 30 April 2024

Partners

645

Lawyers and fee earners
(excluding partners)

3,115

Business Professionals

2,957

1,870

legal and business skills
training courses delivered

#1 Best
Law Firm

for LGBTQ+ individuals,

#2 Best
Law Firm

for Career Outlook, Firm Culture,
Hours and Satisfaction, Vault US 2025

162,000

enrolments to our Global Virtual
Internships since FY20 from
143 countries

Global People survey 2024

The survey of our people conducted in February 2024, with responses from over 4,100 colleagues representing all roles, regions and functions, reflects a workforce that is largely proud and energised, with 89% expressing pride in their association with the firm.

This positive sentiment is underscored by 79% recommending Clifford Chance as a great workplace, and 82% feeling energised by their work.

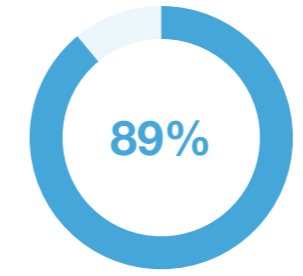
The survey also revealed areas requiring focused improvement. We will be seeking to understand the barriers to speaking up – and enhancing and expanding pathways to speaking up to further embed this as part of the lived experience.

We will also be seeking better to understand the issue of lower overall engagement score for female colleagues when compared to their male counterparts and consider

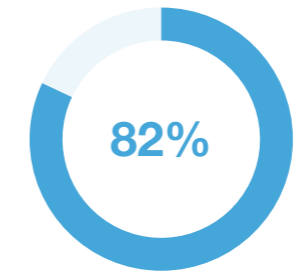
appropriate action. Any steps will build upon the work that we are already doing, including through the embedding of our Code (see page 10) and of 'Three Conversations', our firm-wide approach to developing our talent and improving employee experience (described in our Responsible Business report 2023).

Read more about our approach to Inclusion on page 18.

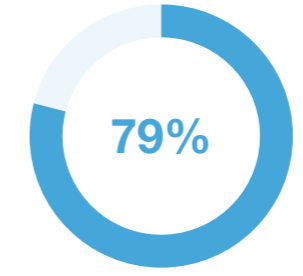
Proud to work here



Energised by the work



Recommend here as a great place to work



4,100
Participants

Enhancing the technology skills of our people

Our goal is for everyone in the firm, in every role, to use – and appropriately to supervise the use of – technology, including generative AI, competently, effectively and responsibly. To achieve this, we are investing in our people's technology skills through a comprehensive training & development programme that prioritises our AI Principles and Policy framework.

Comprehensive learning opportunities

We have introduced a mandatory eLearning module on our AI Principles and Policy framework (see page 11). Additionally, there are 12 learning modules on the topic of generative AI to ensure that our people understand this technology so they can make the most of the individual tools made available.

Each new technology roll out is accompanied by learning opportunities that include eLearning modules, classroom sessions, interactive virtual training, and case studies. Long-established technology specialists embedded within teams have been upskilled to provide advanced first-hand experience in AI adoption.

'Tech Hubs' like those in our Amsterdam, London, New York, and Paris offices enable people to drop in for advice. In the short space of time from its launch on 20 March 2024 to 30 April 2024, the 'Tech Hub' in London saw 1,675 visits.

Increasingly, technological advancement is a formal component of continuous professional development. Providing lawyers at every stage of their career, from entry-level through to senior associate and partner, with the skills and knowledge they need to make the most of the technologies and resources available to deliver their work is the responsible thing to do.

Championing mental health across the firm

We recognise that our high-performance environment demands a lot from our people, and that it is important to protect and enhance wellbeing to enable everyone to be the best they can be at work and beyond.

Our Global People Survey (summarised on page 14) showed we are doing well across several health-promoting dimensions, including our people feeling energised by doing interesting work that makes good use of their skills and abilities, and feeling able to manage their workload. As reported earlier, we need to create a positive and engaging experience for everyone. We also recognise the importance of actively promoting and supporting mental health and wellbeing. This is an area where our growing Mental Health Champion network plays a key role.

Mental Health Champions

Mental Health Champions are colleagues committed to driving change by increasing transparency and engagement on mental health and wellbeing, role modelling good practice and offering a safe space for colleagues to reach out should they need to. Our Mental Health Champions network is sponsored by a member of the Executive Leadership Group.

Colleagues at all levels, including partners, associates and business professionals are part of the network and our vision is to ensure that there is at least one Mental Health Champion in each of our locations. Anyone can apply, but as a responsible business, we ensure that we are only appointing people equipped to carry out the role without any detriment to themselves.

All our Mental Health Champions receive training to equip them for the role, for example, in mental health first aid. They also take part in periodic, firm-wide networking sessions where they receive guidance from mental health professionals and get the opportunity to share best practice with their peers.

Globalising the network

We are making progress with rolling out this network globally and there are more than 170 colleagues signed up, well towards our goal of 350 (around one Mental Health Champion for every 20 colleagues in the firm). While the application process and governance are the same throughout the firm, we work with each jurisdiction to ensure cultural alignment.

Our Mental Health Champions are proven to play an invaluable role in the context of a volatile and uncertain world. When the tragic conflict in the Middle East started, we mobilised our Mental Health Champions to be available proactively for colleagues who may have been directly or indirectly affected by the conflict, enabling them through tailored training by a mental health expert.

Knowing that 'It's OK not to be OK'

Ultimately, aligned with the firm's [global wellbeing strategy](#), our aim is to create a consistent culture in all locations where people feel comfortable talking openly about it and know that 'it's OK not to be OK'. Our global Mental Health Champions are key to that.

171

Mental Health Champions across 16 offices (114% of our FY24 goal)

Relaunched

dedicated Mental Health Champion intranet site and internal social media platform

Launched 2

new Mental Health Programmes in our India and Spain offices

Workspaces that prioritise wellbeing

We are taking steps to make sure that the design of our workplaces prioritises the wellbeing of our people, which is why we signed up for the WELL at scale (the world's leading healthy building certification) programme in FY24 and instituted our own accessibility standards based on industry best practice. That means including features such as hearing loops, spaces to rest and reflect, and

multi-faith rooms across our real estate portfolio where we can, making spaces fully accessible and taking account of neurodiversity.

The WELL at scale programme is being rolled out as we move offices. The goal is for all our offices to adopt the standard and all new office moves are expected to achieve this threshold.

04 > Inclusion

Progress on inclusion and overcoming barriers | A collaborative approach to inclusion | Building an inclusive culture

Championing unity, celebrating individuality

Inclusion is both a core value for the firm and our people and a key factor in our business success. We believe diverse perspectives and experiences make us more innovative, more collaborative, and more effective in serving our clients.

At Clifford Chance, we aim to realise the benefits of that diversity by nurturing an inclusive culture throughout the firm. Where people feel their diverse backgrounds are both recognised and appreciated, they can reach their full potential. Our commitment to inclusion demands us to demonstrate active leadership at all levels of the firm – and as part of our interactions with our colleagues, our clients, and other stakeholders. Inclusion is central to our principles and makes good business sense. Our experience is that having diverse teams allows us to give the best advice. Our clients expect and benefit from the inclusive way in which we attract, develop and retain our diverse workforce. In FY24, to support

our inclusion goals we delivered a range of tailored and targeted initiatives supported and informed by data and research.

Inclusion with our clients

- We are working alongside our clients as we strive to integrate inclusion into our client services and to strengthen the values that we and our clients share, as the case study on collaborative approaches to inclusion on page 18 highlights.

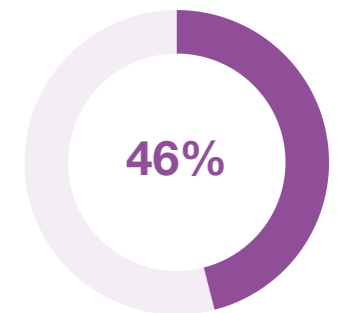
Inclusion in our firm

- We celebrate diversity with Accelerate, our gender parity network, and Arcus, our LGBT+ network, as demonstrated by the case study on page 19 about growing our affinity groups in our offices in India.

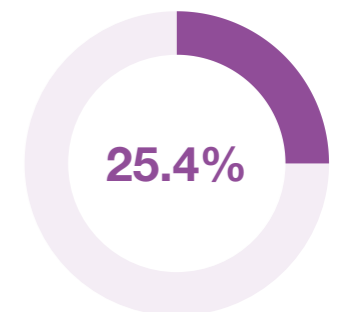
- Read more about our affinity networks and faith groups on the Inclusion section of our [website](#) and on page 19.

At Clifford Chance we believe that data and transparency is a critical part of achieving our inclusion goals. Our Global Inclusion Data report, which includes the data on the proportion of women on the Executive Leadership Group and in the partnership summarised opposite, for FY24 is on page 40.

Women on our Executive Leadership Group



Women partners



Our inclusion progress

Our aim is to ensure consistent focus across our regions, to enable us to identify and address the combination of both structural and cultural barriers that have the potential to prevent us from realising our inclusion goals.

We set our inclusion targets in 2020 across gender, ethnicity and LGBT+ demographic groups, and our progress towards all of them is reported in the Global Inclusion Data section on page 39.

Advancing inclusion

This year there are some clear areas of progress, where we have surpassed our 2025 targets for gender in the partnership in both our UK and Asia Pacific regions a year ahead of schedule. In our Executive

Leadership Group (46% women), and at the Executive Director (50% women) and Director (57.8% women) levels in the firm, we have met our gender inclusion targets of at least 40% women and 40% men, and we have exceeded our targets on ethnic minority partner promotions.

We need to accelerate the rate of increase in the number of new women partners to help us to achieve our goal of 40% women by 2030.

Using independent research, our work in FY24 continued to identify and address barriers and gaps in career experiences such as consistency of career development, secondment opportunities, appraisals, and building networks, including our affinity and faith groups (see page 19).

Our people clearly value inclusion and its importance to the firm. Our Global People survey described on page 14, highlighted that 84% of colleagues believe that Clifford Chance values inclusion.

A collaborative approach to inclusion

Integral to our values, at Clifford Chance we believe being inclusive is the right thing to do and is what our clients demand. Our commitment to the issue is recognised by some significant clients and during FY24 we worked alongside Amazon, HSBC, and many other banks and corporates, as well as financial investor clients, on initiatives that further our shared inclusion agendas.

The work alongside HSBC exemplifies this commitment. One of our aligned objectives focuses on ensuring representative diversity of our work populations in the regions in which we operate, to reflect the broader society in those regions. We also share alignment on our goals to embed inclusivity and engagement with inclusion initiatives internally and externally. With an external impact in mind, we collaborated to focus our

efforts on inclusion related to educational awareness and grassroots initiatives, and on diverse talent, attraction and retention.

Broadening access and tackling racial injustice

A group of 12 Clifford Chance and HSBC volunteers worked with London-based community organisation BADU – which provides educational, sports, mentoring and coaching services to children and families in the local community. Our volunteers shared their professional experiences with groups of around 40 students aged 14-18, at events hosted at our London office, all with the aim of opening and broadening access. This work has given local students a valuable insight into what it is like to work in law.

Clifford Chance is also working with HSBC and BADU on a project to provide a legal advice clinic for the local community. The clinic has been helping parents of black children, recognising that racial discrimination plays a part in temporary or permanent exclusion from school.

Shared masterclass

Looking at embedding inclusion internally, our Global Director of Inclusion ran a masterclass in Asia-Pacific with HSBC's General Counsel in the region, to help the bank embed inclusion into its everyday work culture. The focus was on building awareness of what drives inclusivity in organisations and how important it is to be effective architects of an inclusive culture. Feedback from the session was extremely positive and attendees appreciated the practical insights they gained that they could implement in their day-to-day working lives. We are continuing to work with HSBC to roll out the masterclass more broadly around the bank.

Overall, our collaboration with HSBC is a great example of how we can be a catalyst for change when we work together. Our client says this co-operative effort has been imperative to changing the mindset internally and getting inclusion more firmly on the agenda.



Building an inclusive culture

During the financial year ended 30 April 2024, we have taken great strides in building a culture of inclusivity across the firm. An example of that is the expansion of our global affinity networks in India.

Accelerate and Arcus provide women and LGBTQ+ colleagues with guidance and support through firm-wide networks that promote equality of opportunity. The networks were launched in Delhi and Hyderabad in late 2023, after being established in other offices across our regions.

During and since their launch, more than 350 people have attended our Accelerate events and 300 attended our Arcus events in India in FY24. Both networks have helped create opportunities to open conversations in our India offices on topics that are not often openly discussed there.

One of the main things **Arcus** did was to bring in speakers from the LGBTQ+ community to share their stories with colleagues. This helped to encourage and spark conversations about inclusion at work, which contributed to significant engagement with Arcus.

Accelerate has also helped to support and encourage inclusivity since its launch. It too organised a series of events where colleagues and external guests shared real-life experiences and perspectives. To coincide with the firm's global campaign around International Women's Day, the network published stories from local leaders about the challenges they faced in their working lives and how they overcame them.

While still new, both groups are building on their initial success by setting goals for continuing to raise awareness and engagement. In a relatively short time, they have demonstrated how invaluable it is to support colleagues so that they feel comfortable talking about these issues, which is an important step towards making changes that positively embed an inclusive culture within the firm. The groups also have the support of senior leaders in India, which helps to nurture a culture of inclusivity where colleagues feel more at ease.

Our affinity and faith groups

Our growing global, regional and local network of affinity and faith groups create communities for colleagues where they can share similar experiences and learn from one another. The groups raise awareness of, and celebrate, the many diversities within the firm.

They include a wide variety of faith groups, including our Buddhist, Christian, Hindu, Jewish, Muslim, and Sikh & Jain networks, and:



Accelerate>>>

Our gender parity network



Enable

Our disability and / or neurodiverse condition network



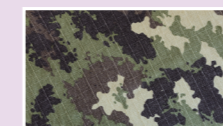
Arcus

Our LGBTQ+ network



REACH

Our race equality and celebrating heritage network



CliffVets / Armed Forces

Our forces network



RISE

Our social mobility network

05 > Community & Pro Bono

Client and NGO collaborations | Supporting the survivors of genocide in Rwanda | My Sisters' Place, New York | Women's Livelihood Bonds

Sustainable impact

The volunteering time of the firm's lawyers and business professionals, often leveraging the firm's giving, makes vital contributions to advancing the Sustainable Development Goals.

Clifford Chance provides a high-quality framework that enables people in the firm to generate sustainable value through the time they volunteer as part of their roles. Furthermore, the programme drives personal fulfilment intrinsic to the culture of the firm,

by enabling colleagues to channel their volunteering into the issues that motivate them most.

These activities have the further benefits of developing people's skills, building capacity by working alongside clients, peers and Non-Governmental Organisations (NGOs), and advancing some of the climate, inclusion, learning and development, and wellbeing objectives that the firm's responsible business strategy prioritises.

The initiatives we undertake firm-wide in communities around the world exemplify our theory of change and – in the spirit of SDG 17 (Partnership for the Goals) – represent long-term partnerships with some of the world's leading NGOs and civil society and private sector actors.

- **Collaboration with our clients:** The deepened sustainable impact resulting from working together, is exemplified in the case study below about our partnering with Bank of America and BNY (APAC), BNP Paribas (Germany) and Iberdrola (Spain).
- **Forging a legacy in Rwanda:** How our Cornerstone project with the Survivors Fund is driving impact and legacy, on the anniversary of the Rwandan genocide, is described on page 22.
- **Focus on the environment:** During FY24 we strengthened our environmental contributions via pro bono work and financial support. Pro bono work included advice to the UK's Transition Planning Taskforce, and in the development of the

Net Zero Lawyers Alliance framework (see page 26). In addition, the firm disbursed 11 grants with a combined value of £593,198 to bolster various environmental projects.

- **Committed to inclusion:** We channel our pro bono and community volunteering towards inclusion values. Notable examples highlighted on page 23 are our support for My Sisters' Place, a non-profit in White Plains, New York State that works to end domestic violence and human trafficking, and pro bono advice on the Women's Livelihood Bonds.
- **Addressing injustice:** During FY24 we worked with a range of partners in the UK on initiatives aimed at fighting systemic racial discrimination.

98%

reported skills enhancement as a benefit of doing pro bono work in a survey of our lawyer volunteers

118,615

people directly and indirectly helped by the NGOs we work with, as a result of our support

73

collaborations with 27 clients on volunteering initiatives

74,628

pro bono and volunteering hours

Client and NGO collaborations drive enduring impact

We work with non-governmental organisations (NGOs) who share our vision of advancing the UN's Sustainable Development Goals (SDGs). Our well-established NGO relationships deliver long-standing, effectively structured volunteering programmes. We enable opportunities for our clients to partner on these programmes with us in advancing the SDGs.

Over the year ended 30 April 2024, we undertook 73 collaborations alongside 27 different clients, delivering meaningful change where it is needed most. Three initiatives from Spain, Germany and Hong Kong exemplify these collaborations in action.

Spain

We formed a pro bono partnership with client **Iberdrola**, the Spanish leader renewable energy company and, as part of that arrangement, have collaborated with them on several pro bono projects in the country.

After working together on a real estate pro bono matter for Save the Children, we delivered training programmes to the NGO, to help them improve their legal skills in various aspects such as tax, compliance, and data protection.

We also held sessions with other NGOs and their beneficiaries, many of whom were women at risk, in which we addressed their legal questions on issues such as labour law and criminal law and informed them about their rights and obligations under Spanish law.

Germany

We have collaborated with client **BNP Paribas** on the creation of comprehensive legal and tax guidance notes, in the form of a legal framework, for the Lifescape Project (see opposite), an NGO we have been working with from its inception.

The legal framework guides landowners and organisations in their ecological restoration projects and covers issues from liability to tax consequences. Working with BNP Paribas has helped the NGO and its beneficiaries and enables our people to forge relationships beyond the legal sector.

The initiative has also led to significant professional development opportunities as we have had to navigate new legal areas and develop innovative solutions to complex environmental challenges. It has also enhanced relations with our client, which is keen to pursue more pro bono opportunities with us.

Hong Kong

We regularly partner with our global strategic clients on pro bono matters and community outreach projects.

We have been running a series of pro bono workshops with **Bank of America** and **BNY** over the past two years. Pro bono workshops provide an opportunity for Clifford Chance lawyers to partner with client lawyers to offer legal-related advice to representatives from local NGOs. In this instance, Bank of America and BNY in-house counsel formed teams with Clifford Chance lawyers, and each team researched a law-related issue for an NGO, and then presented their findings at a workshop hosted by Clifford Chance.

Clifford Chance lawyers, client lawyers and NGO representatives found these sessions to be very worthwhile and informative.



The Lifescape Project

The firm's collaboration with the Lifescape Project extends beyond mere participation, with significant leadership contributions from our team. Partner Roger Leese is Chair of the Board, and Partner Lily Marcel has also joined the Board as a trustee. Adam Eagle, a former colleague, is the charity's CEO.

Our European lawyers and business professionals are instrumental in advancing the NGO's initiatives, notably through the development of the Rewilding Law Hub. This resource, launched in July 2023, is a first-of-its-kind platform providing legal guidance for rewilding projects in England & Wales, Scotland, Italy, Poland and Portugal.

Long-term support for Rwanda's genocide survivors

As Rwanda marked 30 years since the genocide on 7 April 2024, one aim of our Cornerstone initiative – leave a legacy – is being realised by a project providing psychological and employability support to survivors and their children.

For four years, we have been working with Survivors Fund (SURF), an NGO, to offer mental health services to survivors of the genocide alongside assistance to survivors and their children to help them into employment.

We have provided grant-funding to enable SURF to scale the phone-based and peer counselling support that they provide to survivors and their families suffering mental health issues, including the children of survivors who were born as a result of rape during the genocide. This support is particularly important during the anniversary of the atrocity, when many experience acute trauma.

During the year ended 30 April 2024, the four national toll-free helplines that we are supporting have answered more than 11,000 calls from nearly 6,000 survivors,

while the 384 peer support counsellors trained by the programme have made over 14,000 callouts to service users. The results show a 100% caller satisfaction rate and a 98% effectiveness score. This scaling has been possible in part due to the extensive social media and radio promotion of the service that our grant was able to fund.

SURF has also trained nearly 200 community health officers who have helped almost 1,500 Community Health Workers to refer and treat survivors better. The Rwandan government has this year ended the provision of specialised legacy mental health support to survivors. The key achievement of our partnership has been in strengthening SURF's capacity to support survivors as they transition to accessing services from the country's mainstream mental health services for the first time.

Alongside this, SURF's Youth Economic Empowerment Project continues to deliver entrepreneurship, work readiness and vocational training and business loans to survivors, strengthening their ability to support themselves and their families for years to come. To date, the project has provided loans to 290 survivor-owned businesses (with a 95% repayment rate), secured internships for 214 survivors, delivered 155 vocational training courses and contributed to the establishment of 921 survivor-owned businesses.



384

Peer Support Counsellors

14,000

callouts to service users

100%

caller satisfaction rate

200

Community Health Officers

921

survivor-owned businesses supported

Pro bono partnership for respect, equality and safety

We are committed to inclusion, and support My Sisters' Place, a non-profit in White Plains, New York State that works to end domestic violence and human trafficking.

Since the partnership started in 2001, we have given funds to the charity to help pay for its legal advisers, and more than 300 Clifford Chance attorneys and business professionals have volunteered more than 7,000 hours of time. Many of our summer associates join the charity's legal clinics, where they help clients of My Sisters' Place



with visa, asylum and benefits applications, statements and affidavits, and other legal issues like uncontested divorces and restraining orders. Some colleagues also help with interpreting and translation or offer moral support to clients in court through the Sister-In-Law scheme. The charity also educates us about the issues faced by their clients, such as trafficking, through regular seminars in our New York office. The pro bono work allows our lawyers to make a positive impact on people who need our legal and emotional support.



Clifford Chance's partnership with My Sisters' Place was recognised by the New York State Assembly in December 2023

Longstanding partnership, lasting impact

18 years

300+

Clifford Chance attorneys and business professionals

7,046

hours of dedicated legal advice

Pro bono work uplifts livelihood of women and girls

Our commitment to equality and inclusion extends to wider society and is exemplified in the work our Singapore, Tokyo and Hong Kong offices have been doing on the Women's Livelihood Bond (WLB) series of deals.

The WLB Series has mobilised around US\$228m since 2017 to promote the growth of women-focused businesses, sustainable livelihoods and prosperity in India, Cambodia, Indonesia, Kenya and Vietnam.

Our team helped close the most recent deal, which raised approximately US\$100 million. Proceeds from it fund projects launched by or that support women and girls across

six areas: agriculture, water and sanitation, clean energy, affordable housing, SME lending and microfinance.

Its successful completion created the world's largest sustainable debt security, brought about meaningful change in the lives of women and girls, transformed the landscape of impact investing and advanced UN Sustainable Development Goals 5 (Gender Equality) and 13 (Climate Action).

Bonds such as this aim to eliminate gender bias and improve equality and living standards by generating capital to empower minorities. They give investors sustainable financial returns while also achieving quantifiable social and environmental impact.

Cross-border, firm-wide co-operation was again a critical factor in the success of this deal, with three offices in our Asia Pacific region involved.



06 > Environment

Sustainability goals for our global real estate portfolio | Innovation drives reduced energy usage | Practical support for net zero ambition

Embedding sustainability

We recognise that a sustainable approach to business is essential for the planet and future generations.

A comprehensive strategy that includes ambitious net zero targets, collaborative industry initiatives, and a commitment to sustainable business operations underpins the Environment pillar of our responsible business practices.

In the year ended 30 April 2024, the firm continued to work in partnership with peers, clients and stakeholders to support sustainability, broadening our understanding of climate issues and

improving our people's capabilities to advise clients on climate issues.

Our firm also made considerable advances in reducing its carbon footprint, enhancing the sustainability of our global office portfolio, and integrating the likely impacts of climate risk into our firm-wide Enterprise Risk Management framework with greater specificity than before, as described on page 12.

The Net Zero Delivery Group (NZDG) is instrumental in our firm's emissions reduction plan, which focuses on key areas such as business travel and supplier emissions, as well as engaging people across the firm in sustainability efforts.

- Emissions reduction progress:** Our firm is ambitious in its greenhouse gas emissions (GHG) reduction goals. The SBTi approved the firm's near-term science-based emissions reduction target in FY22; we aim to reduce absolute Scope 1 and 2 GHG emissions 80% by FY30 from a FY20 base year, and to reduce absolute Scope 3 GHG emissions by 47% within the same time frame. Our long-term target is a 90% reduction in our absolute Scope 1, 2 and 3 GHG emissions by FY50 from our FY20 base year. We have used updated emissions factors for our FY24 GHG inventory and plan to recalculate and report on historical emissions using these updated emissions factors in FY25.
- Sustainable operations and real estate management:** Our global real estate strategy enshrines commitment to sustainability, with office fit-outs in Houston and New York achieving high sustainability accreditations, and the London office's refurbishments leading to a 25% efficiency gain and an estimated annual CO2 reduction of 95 tonnes – see the case studies on page 26 that showcase our emissions reduction programme in action.
- Partnership for the Goals on Climate Action:** Collaborative efforts with the Net Zero Lawyers Alliance (NZLA), described on page 26, contributed to the Framework for Net Zero Alignment that guides law firms on emissions reduction and climate risk management.

90%
key suppliers
taking steps to decarbonise

72%
Waste recycled
/ reused during FY24

Sustainability goals for our global real estate portfolio

We have set ambitious sustainability goals. Our offices account for a large proportion of our emissions, and we are committed to making them as sustainable as possible.

Across our global real estate portfolio, we are using several building certification standards, including LEED, BREEAM and NABERS, (explained opposite), to guide our approach to reducing emissions alongside our own global sustainable workplace framework.

These standards assist us with meeting emissions reduction challenges posed by a global portfolio including lease considerations, location selection and meeting evolving regulatory requirements.

- We opened an office in **Houston**, to further the global growth of our Energy and Infrastructure (E&I) practice, in June 2023. The choice for a home in Houston was made simpler by the fact that only two sites conformed to our global real estate procurement standards. Our final selection – Texas Tower – is rated LEED and WELL Platinum, making it one of the most sustainable buildings in the city. In addition, the downtown Houston location is close to several global clients and a draw for prospective new hires.

- While our move in **New York** to Two Manhattan West, above the vibrant Manhattan West District, completed in June 2024, most of the planning took place in FY24. The building is LEED Gold and WELL Platinum accredited, and we plan to achieve a double platinum rating for our tenant fit-out.
- Successful fitouts of our **Perth** and **Sydney** offices have gained five- and six-star NABERS accreditation respectively.
- We moved into our **London** office in 2003, before modern sustainable features became the standard, so the challenge there and in other older buildings is greater – as exemplified by the case study on page 26.

Our overall approach is to ensure that we mitigate the environmental impact of our offices.

Green building certifications explained

LEED

Leadership in Energy and Environmental Design, the world's most widely used green building rating system

BREEAM

Building Research Establishment Environmental Assessment Methodology, science-based validation and certification systems for the built environment worldwide

NABERS

National Australian Built Environment Rating System, a rating to accurately measure and communicate the environmental performance and progress of buildings

WELL

The world's leading healthy building certification programme

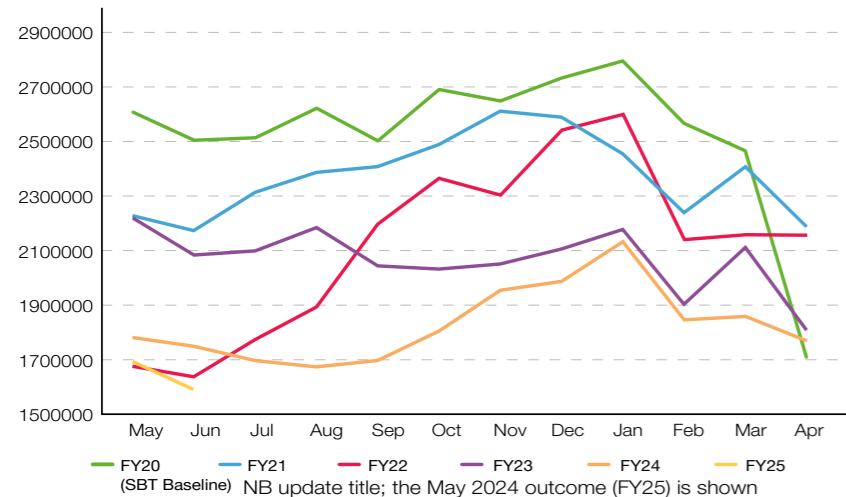
Innovation drives emissions reduction

The drive to cut emissions across our global real estate portfolio, described on page 25, has seen the firm invest in relocations and refurbishments around the world. In our London office, the most energy intensive building we occupy, that has meant undertaking a project to reduce consumption.

The London team implemented sustainability initiatives, which included energy-efficient lighting and power systems. During routine maintenance, they refurbished six large chillers, each with a 3,500kW output, significantly reducing power consumption. The project, which reused and recycled components, is projected to save over 400,000 kWh annually and reduce CO2 emissions by 95 tonnes per year.

Although the final upgrade was completed in March 2024, energy efficiencies have been realised since 2022 – and further optimisations are planned.

London office's electricity use, FY20 to FY24



Practical support for Net Zero ambition

As a founding member of the Net Zero Lawyers Alliance (NZLA), Clifford Chance has an active involvement with the collective participating in the United Nations Race to Zero campaign. Thirty-five law firms, with a combined workforce of around 200,000, form part of the growing membership of the NZLA.

Clifford Chance lawyers helped to drive the development of the NZLA's Framework for Net Zero Alignment, a guide on the practical steps law firms can take to reduce emissions, manage climate risks, and support the global transition to net zero. The Framework focuses on three key pillars:

- **Ambition:** Commit to science-based emissions reductions targets, enhance staff climate expertise, offer pro bono services to overcome legal challenges in transitioning to net zero, and create a net zero strategy.
- **Action:** Evaluate the environmental impact of legal services, identify measures to reduce emissions, and address climate-related opportunities and risks for the firm and its clients.
- **Accountability:** Ensure transparency in climate objectives and progress through detailed reporting and implement strong governance to maintain responsibility for climate commitments.

The Framework consolidates best practice advice from leading law firms and aims to encourage firms to design and implement net zero commitments and transition plans.

The NZLA is committed to capacity building among its members, providing tools and workshops that cover climate science, climate-related risks and opportunities.

Net Zero Lawyers Alliance

established ahead of COP26

35

member firms across more than

40

jurisdictions and a

200,000+

combined workforce

See the NZLA [Framework for Net Zero Alignment](#)

07 > Further Information

Objectives and KPIs 2024 review | Global Inclusion Data | Global Academy Data | Global Community & Pro Bono Data | World Economic Forum Stakeholder Capitalism Metrics

Measuring our progress

The following annexes give a comprehensive view of the data that informs our strategies and measures our achievements. They reflect our dedication to not only setting ambitious goals but also to providing clear, quantifiable insights into our journey towards those objectives.

Annex 1: Objectives and KPIs 2024 review

Our firm's performance is tracked through KPIs that span the breadth of our responsible business strategy. These KPIs encompass the strategic pillars of Doing Business, People, Community & Pro Bono and Environment, as well as Inclusion. By setting clear objectives and monitoring our progress, we ensure that our direction as a firm is both ambitious and accountable. Within this annex, you will find a summary of our FY24 KPI progress.

Annex 2: Global Inclusion Data

Our commitment to inclusion is unwavering, as evidenced by the feedback from our

global 'anytime' wellbeing and experience survey and the comprehensive Global People Survey. This annex outlines our regional and global inclusion targets and our progress towards these goals. The data presented here is a testament to our belief that diversity and inclusion are not only core values but also crucial for our success.

Annex 3: Global Academy Data

The Clifford Chance Academy is at the forefront of providing both classroom and online training, tailored to the needs of our diverse workforce. This annex provides an overview of participation in our learning and development programmes that are aligned with our firm's vision and strategy, offering a suite of courses that cover technical,

commercial and soft skills. The focus on high-quality, interactive and practical training ensures that our people are equipped with the legal, business and commercial acumen necessary to excel and support the firm's objectives.

Annex 4: Global Community & Pro Bono Data

We have a commitment to the United Nations Sustainable Development Goals. By leveraging the expertise of our people and the support of the Clifford Chance Foundation, we forge long-term partnerships with leading NGOs and civil society organisations to drive meaningful and lasting change. Here, we present the data from

FY24 of our pro bono efforts and community engagements, which increasingly involve collaborations with our clients, across the globe.

Annex 5: World Economic Forum Stakeholder Capitalism Metrics

Since FY21, we have adopted the Stakeholder Capitalism Metrics – a set of indicators that aim to harmonise the way companies measure and report on their social impact. This annex shows how we are advancing and committing to the areas of People, Planet, Prosperity and Principles of Governance, and provides a clear picture of how we embed sustainability into our core business operations.

Annex 1: Objectives and KPIs 2024 review

Doing Business Objectives and KPIs – FY24

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----|--|--|--------|
| 1. | Embed the Code principles across the firm to ensure alignment with all relevant internal policies and processes guiding professional conduct, compliance framework and risk assessment | | |
| 1.1 | Continue programme of Code communications and engagement to embed the principles across our systems and procedures | Since FY22 rollout–workshops facilitated by Clifford Chance partners, lawyers and business professionals continue to engage our people across the firm in the Code's principles and how to embed them in everything we do: Total global workshops run 180 Total participation 3,748 Partnership participation 58% | ● |
| 1.2 | Continue to deliver internal communications programme to ensure that expectations and support available are understood by all our people | Organic communications in place – aligned with Academy attendance statistics to inform global communications and tailored messages from regional partners to encourage engagement | ● |
| 1.3 | In line with the Speak Up principle, continue to raise awareness of the Speak Up e-learning course and guidance across the firm to encourage and support speaking up appropriately when behaviours and actions are not right | Speak Up e-learning continues to roll out across the firm to new joiners. Sessions will incorporate feedback from the People Survey to focus on areas we need to improve, including Speak Up | ● |
| 1.4 | In line with the Act with Integrity principle, continue to roll out the mandatory global Anti-Bribery and Corruption training programme with a completion rate of at least 85% of all staff | Good global engagement: completion rate is monitored on an ongoing basis | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----|--|--|--------|
| 2. | Progress comprehensive programme of activities to enhance business resilience capabilities and capacity – making sure all relevant policies and frameworks are understood and embedded globally | | |
| 2.1 | Continue global engagement and compliance with suite of materials in Operational Resilience Framework by ensuring that all relevant policies under the framework are reviewed annually | Continued to review and evolve insights on Operational Resilience | ● |
| 2.2 | Run at least two crisis management exercises; continue to embed Global Crisis Management Guidelines through scenario exercises and real event situations – through training on the escalation and governance for crisis management | Applied the guidelines to scenario and real event situations. The insights informed introduction of new protocols to enhance flexibility for managing event situations | ● |
| 2.3 | To ensure that the operational resilience strategy is embedded globally, with all locations to have a current and approved plan in the Fusion risk management system | Audit of all plans has been implemented | ● |
| 2.4 | Reactive analysis of events or incidents, internal and external to the firm, to identify areas for improvement and best practices | A formal debrief of all incidents is performed within one month of the incident to ensure continual learning and enhancement of our response | ● |
| 2.5 | Proactive management and assessment of potential events or incidents to inform future risk and resilience practices | Horizon scanning is performed on a regular basis to ensure further risks are considered and relevant processes put into place to mitigate those risks | ● |

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|--|--------|
| 3. | Review of Whistleblowing Policy and Procedures | | |
| 3.1 | Assess new whistleblowing regulations and implementation requirements and identify the necessary changes required to the firm's Whistleblowing Policy and Procedures | Global policy developed, and local policies are reviewed or introduced, where required | ● |
| 3.2 | Update compliance plan, including timeline and responsible parties | Completed | ● |
| 3.3 | Ensure that key stakeholders are aware of and support key changes | Completed | ● |
| 3.4 | Design a communications plan and training programme to ensure that partners and employees are aware of the firm's Whistleblowing Policy and Procedures | In progress | ● |
| 3.5 | Establish monitoring and reporting mechanisms to evaluate the effectiveness of the Whistleblowing Policy and Procedures | In progress | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|--|--------|
| 3.6 | Schedule regular reviews of the Whistleblowing Policy and Procedures to ensure alignment with applicable regulations | In progress | ● |
| 4. | Promoting the work of the RB Board, to ensure that its governance, guidance, scope and reporting are understood across the firm | | |
| 4.1 | Raise internal awareness and engagement across the firm of the responsible business strategy, highlighting progress and achievements throughout the year | Internal communication of work driving the RB strategy pillar KPIs included: continued embedding of the Code, promoting Net Zero Delivery Group project outcomes, updates on pro bono and community work and internal client collaboration events with clients | ● |

People Objectives and KPIs – FY24

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|--|--------|
| 1. | People Strategy | | |
| | Progress on our long-term People Strategy | | |
| 1.1 | Conduct twice-yearly review of People Strategy progress with firm's ELG | Completed | ● |
| 1.2 | Expand Talent Pipeline review | Completed | ● |
| 1.3 | Continue to embed the culture of objective setting and Three Conversations | Progressed integration of Three Conversations process into one employee system (Workday) to further embed objective setting, reviews and evaluation across the firm. Completed in time for start of the FY25 performance cycle | ● |
| 2. | Learning and leadership | | |
| | Align firm's learning curriculum to the firm's new strategic plan | | |
| 2.1 | Launch partner leadership development series | Introduced tailored programmes aimed at incorporating leadership skills including client relationships, new business and team career development | ● |
| 2.2 | Deliver Clients and Markets module as part of Future Leaders Programme | Completed introduction of courses including commercial management and data management including use of AI tools | ● |
| 2.3 | Deliver Clients and Markets Lab as part of New Partner Programme | Delivered business development and networking lab as part of new partners courses in September 2023 | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|--|--------|
| 2.4 | Communicate a modernised curriculum focused on building skills aligned to our strategic plan | Introduced comprehensive training to align with digital transformation skills areas – including support of Gen AI tools adoption | ● |
| 2.5 | Launch Senior Associate Induction Programme globally | Launched with pilots taking place in Europe, and being expanded globally in FY25 | ● |
| 2.6 | Implement a new learning platform to enhance the learner experience | Scope confirmed, building FY25 | ● |
| 2.7 | Develop modules focused on manager effectiveness, feedback and objective setting | Piloted management effectiveness programme in London and Newcastle focused on people management skills for new managers | ● |
| 3. | Wellbeing | | |
| | Increase the visibility of wellbeing throughout the firm | | |
| 3.1 | Increase conversations about wellbeing through the promotion of our wellbeing strategy and quarterly communications on key topics linked to our strategic objectives | <p>Increased visibility of the firm's wellbeing framework internally and externally.</p> <p>Enhanced and relaunched a dedicated Global Wellbeing intranet site, easily navigable</p> <p>Created health and wellbeing benefits and services guidance tailored to each country</p> <p>An active internal social media platform with growing participation (321 currently)</p> <p>Launched Health IQ content</p> <p>Guidance and signposting focused on the wellbeing of colleagues communicated globally in response to world events</p> | ● |

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----|--|---|--------|
| 3.2 | Promote the firm's Life, Work and Wellbeing service to achieve a 20% increase in participation levels | Continued embedding and promoting the firm's Life, Work and Wellbeing service (EAP) since launch in June 2023 Enhanced and relaunched a dedicated Life, Work and Wellbeing service (EAP) intranet site, easily navigable Four live engagement sessions held (two more scheduled) for targeted populations, influential in promoting the service Signposting to the service included in all global communications on world events Developing Single Sign On and Teams Integration capability to facilitate seamless access As utilisation rates remain below targets, this is a continued area of focus | ● |
| 3.3 | Establish a global network of at least 150 mental health champions to provide input into the firm's wellbeing activities and facilitate local activity | Currently 171 Mental Health Champions spread across 16 offices Rollout of the programme progressing as planned, with recent launches in India and Spain Enhanced and relaunched dedicated Mental Health Champion intranet site and internal social media platform Established governance framework including four-monthly global Champion connect sessions, role description and anonymous monitoring of interactions Member of the firm's Executive Leadership Group (ELG) appointed as Executive Sponsor of the Mental Health Champion network | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|--|--|--|--------|
| 3.4 | Finalise and communicate our 10-point guidance around healthy working practices as a step towards mitigating avoidable stress in the work environment | Currently piloting the associated 10-point guide to inform broader rollout during the financial year 2024–25 | ● |
| Build on our wellbeing capability | | | |
| 3.5 | Continue to enhance our approach to listening to our people through implementing globally consistent onboarding and offboarding surveys and launching the 2023 People Survey | Listening strategy continued to establish globally consistent recording of feedback from people throughout their employment journey Globally consistent design and process for Recruitment, Onboarding and Offboarding (exit) surveys implemented Global People Survey conducted with over 4,100 colleagues sharing their views, representing all roles and locations Colleagues continue to share ad hoc feedback through the global "anytime" (open) wellbeing and experience survey | ● |
| 3.6 | Publish stress and burnout guidance for all colleagues and managers to increase protective measures and respond appropriately | Stress and burnout guidance published | ● |
| 3.7 | Build on the existing mental health support through additional mental health and wellbeing training programmes | Appointed an expert external provider, delivering quarterly Health IQ talks to colleagues globally, with topics linked to the firm's wellbeing framework Specific training programmes in response to need delivered within business functions and practice areas, and to the Mental Health Champion community The firm has selected an online mental health and wellbeing tool that includes learning content tailored to three populations: all colleagues, leaders and champions. Global rollout during financial year 2024–25 | ● |

Inclusion Objectives and KPIs – FY24

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|--|--------|
| 1. | Engaging and activating the firm's global population as advocates for inclusion | | |
| 1.1 | Develop global and regional inclusion campaigns that raise awareness of the firm's inclusion strategy initiatives and how people can be actively involved to deliver the strategy objectives | Ran a series of global campaigns with the affinity: Enable, Disability and neurodiversity; Arcus, LGBT+; Accelerate>>> gender parity, that coincided with Day of Persons with Disabilities, Pride Month, and International Women's Day. Events and activities brought together people in the firm, clients and communities to raise awareness and continue the ongoing campaign for equality | ● |
| 1.2 | Align inclusion training and campaigns with the Code principle "Be Inclusive", as part of the continuing embedding of the Code and the ongoing Code workshops | Continued to develop inclusion and our Code learning sessions targeted and tailored for our people in all regions | ● |
| 1.3 | Expand our reverse mentoring programmes across the office networks and expand the areas of focus of reverse mentoring including gender, ethnicity, LGBT+ and disability | Our award-winning reverse mentoring programme continued to be rolled out across the firm | ● |
| 1.4 | Expand our Bubbles network-building programme for underrepresented population groups | Bubbles continued to engage and develop strong networks and learning opportunities | ● |
| 1.5 | Work with internal stakeholders to embed inclusive practices and deliver inclusive facilities in all building upgrades and new buildings | Embedded inclusion perspectives on an ongoing basis in collaboration with teams across the firm | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|---|--|--------|
| 2. | Work with external stakeholders to deliver inclusion | | |
| 2.1 | Develop and roll out new inclusion metrics with our clients to ensure that data requests are targeted, strategic and enshrine our colleagues' right to anonymity (consistent with the FY23 objective and KPI 8.1) | Working with the General Counsel D&I Forum we have developed a set of agreed diversity metrics and recommendations with clients | ● |
| 2.2 | Develop effective inclusion guidelines and support with our suppliers | Inclusion guidelines have been incorporated into our Supplier Management Programme | ● |
| 2.3 | Collaborate with clients on raising awareness of and support for inclusion in the workplace, and develop and deliver inclusion products and programmes for clients | Developed and delivered an extensive range of inclusion activities with our clients including Speaking Up sessions, inclusion master classes and strategic advice | ● |
| 2.4 | Develop and sustain strategic collaborative arrangements with inclusion NGOs | Our community & Pro Bono work continued to work towards our inclusion strategy goals and SDG alignment. See Community and Pro Bono | ● |
| 3. | Improve the gender balance in our partnership | | |
| 3.1 | Continue to implement gender targets strategy and publicly report on progress towards the global and regional gender targets | See our FY24 Global Inclusion Statistics for progress towards the 2025 and 2030 inclusion targets we set in 2020 | ● |
| 3.2 | Establish more Accelerate>>> affinity groups across our offices, increase regional connectivity and build regional Accelerate>>> structures | Our Affinity networks continue to expand in size, activity and connectivity They continue to contribute towards both our inclusion strategy goals and our understanding of the lived experience of our people | ● |

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|---|--|--------|
| 4. | Improve LGBT+ inclusion in our firm | | |
| 4.1 | Continue to implement LGBT+ inclusion targets strategy and publicly report on progress towards the global and regional inclusion targets | We report on UK targets and are exploring how best to report globally subject to regulatory requirements | ● |
| 4.2 | Establish more Arcus affinity groups across our offices, increase regional connectivity and build regional and intraregional Arcus structures | Our Arcus networks continue to expand in size, activity and connectivity. The campaigns and activities continue to contribute towards our inclusion strategy goals and understanding of the lived experience of our people | ● |
| 4.3 | Develop an LGBT+ roadmap for all offices to deliver LGBT+ inclusive workplaces and practices | Yet to commence | ● |
| 5. | Improve the ethnic diversity of our firm | | |
| 5.1 | Continue to implement ethnicity inclusion targets strategy and publicly report on progress of the regional targets | Improved the ethnic diversity of the partnership and across the rest of the firm's population. See our FY24 Global Inclusion Statistics for progress towards the 2025 and 2030 inclusion targets we set in 2020 | ● |
| 5.2 | Establish more REACH affinity groups across our offices, increase regional connectivity and build regional REACH structures | Our REACH networks continue to expand in size, activity and connectivity. The campaigns and activities continue to contribute towards our inclusion strategy goals and understanding of the lived experience of our people | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|---|--------|
| 6. | Improve inclusion of disability within our firm | | |
| 6.1 | Establish more disability affinity groups around the firm globally to understand better our colleagues' experiences and to progress towards the commitments we have made as part of Valuable 500 | Our Enable networks continue to expand in size, activity and connectivity. The campaigns and activities continue to contribute towards our inclusion strategy goals and understanding of the lived experience of our people | ● |
| 6.2 | Increase self-declaration levels on disability | This continues to improve and has commenced in Australian offices | ● |
| 7. | Develop programmes that improve inclusion for all in the firm and wider dimensions of diversity | | |
| 7.1 | Continue to develop and support our faith networks, family networks, veterans networks and others | Networks and affinity groups were supported with resources to develop initiatives and run events to raise awareness of lived experiences | ● |
| 7.2 | Develop range of interventions and study groups / affinity networks on social mobility | We launched RISE, our first social mobility network | ● |
| 8. | Increase the alignment of our learning and development programmes with our inclusion strategy | | |
| 8.1 | Develop and deliver a suite of inclusion sessions and training that align with regions, career stages and teams | Ran tailored inclusion sessions for teams and specific groups focused on campaigns identifying and removing barriers to embedding inclusion, career development, allyship and inclusive leadership | ● |

Community & Pro Bono Objectives and KPIs – FY24

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|---|--------|
| 1. | Continue to develop pro bono and community outreach opportunities that are aligned with business-critical areas and raise the profile of our pro bono and SDG alignment | | |
| 1.1 | Number of new pro bono mandates in Africa, Europe and the US | <p>Americas: 61 new mandates, 5 Foundation grants</p> <p>Europe: 64 new mandates, 37 Foundation grants</p> <p>Africa: 20 new mandates, 14 Foundation grants</p> | ● |
| 1.2 | Internal and external communications articulating how our responsible business strategy and SDG alignment differentiate us | Produced and shared more than 80 different communications across our channels, which included social media, website, reporting, awards initiatives and internal updates | ● |
| 2. | Continue to collaborate with our fee-paying clients on pro bono and community projects | | |
| 2.1 | The number of pitches in which we provide details of our pro bono and community offering | 20 pitches | ● |
| 2.2 | 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) | 73 collaborations with 27 clients (20 of whom are GSCs) Separately, 8 employees (6 Partners, 1 consultant, 1 Senior Associate) sit on not-for-profit with 9 clients (2 of whom, both GSCs, do not feature in the 27 clients referred to above) | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|---|---|--------|
| 3. | Continue to undertake pro bono and community outreach work that: | | |
| | <ul style="list-style-type: none"> strengthens the capabilities of our people; provides them with opportunities to have a positive impact on the wider community in accordance with the firm's Code; and maximises the value we add to our pro bono clients' capacity to achieve their missions and contributes towards the achievement of the SDGs, including by working within our four-pillar framework (widening access to justice, education, a healthy environment and sustainable economic opportunity) | | |
| 3.1 | Pro bono involvement in innovative services and products | 42 mandates | ● |
| 3.2 | The proportion of lawyers who report skills enhancement as one of the benefits of doing pro bono work | 98% of lawyers reported skills enhancement as a benefit – with an average number of seven skills gained | ● |
| 3.3 | The number of long-term community relationships | 98 long-term community relationships | ● |
| 3.4 | The number of our people who are serving on the boards of not-for-profit organisations | 149 employees, in 21 offices, on the board of 184 organisations | ● |
| 3.5 | The number of global and local office strategic pro bono and community relationships that exemplify our theory of change and the number of projects within these relationships | 62 relationships | ● |

● Good progress/Complete ● In progress ● Not progressed

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|---|--|--------|
| 3.6 | The number of such relationships with a focus on widening access to sustainable economic opportunities and the number of projects carried out within these relationships | We have 16 theory of change relationships and have worked on 20 projects We have relationships with 14 other charities who focus on widening access to sustainable economic opportunity and have worked on 16 projects with them | ● |
| 3.7 | The strength of the feedback that we receive from the NGOs with which we partner about the value of our contribution to the impact on the achievement of the SDGs that they have been able to deliver | Strong and consistently positive feedback from a wide range of pro bono and community partners, including CSOs, NGOs, INGOs and education providers (62 altogether) attesting to the effectiveness of our partnerships in enabling them to scale their delivery, in particular in relation to SDGs 4, 8, 15, 16 and 17 | ● |
| 4. | Deliver our pro bono and community outreach services through partner-led, client-focused and properly resourced teams, effectively supported by the pro bono team | | |
| 4.1 | The number of pro bono client teams | 64 pro bono client teams | ● |
| 5. | Support the firm's affinity groups | | |
| 5.1 | The number of diversity and inclusion-related pro bono mandates and joint pro bono and diversity and inclusion events | 33 mandates 9 events | ● |
| 6. | Support the delivery of the firm's environmental policy | | |
| 6.1 | The number of environment-related pro bono mandates | 19 environment-related mandates | ● |
| 7. | Continue to develop and refine our capability to support effectively the widest range of civil society organisations, from small community-based organisations to international NGOs | | |
| 7.1 | The number of offices with a relationship with a local school or educational institution | 8 offices have relationships with 31 schools | ● |

| # | Objective / FY24 KPI | Notes on progress | Status |
|-----------|--|---|--------|
| 7.2 | External validation of our pro bono work, including recognition of our standing as significant actors within sectors that our pro bono practice supports | External recognition: 73 Client feedback: 80 (69 from pro bono clients; 11 pieces of feedback from fee-paying clients, 7 of whom are GSCs) | ● |
| 7.3 | In-kind (hours) and direct financial investment in our pro bono and community outreach work | Pro bono hours: 71,641 Charge out value: £46,158,562 Community outreach hours: 2,987 | ● |
| 7.4 | The number of people directly and indirectly helped by the NGOs we work with, as a result of our support for them | 118,615 people directly helped | ● |
| 8. | Support the execution of the firm's Talent and Retention Strategy | | |
| 8.1 | The number of graduate recruitment events and publications with pro bono and community content | 6 events: – LIFT interns event (FreeLaw attendees) – Spark Work experience – At Birkbeck, University of London – ACCESS project – Training Contract and SPARK programme incorporate a pro bono exercise into the assessments – Global Community & Pro Bono virtual internship was launched. 1,599 people enrolled, 201 of whom had completed the internship by year-end 54 Raising Aspirations days within our community programme that included graduate recruitment content | ● |

Environment Objectives and KPIs – FY24

● Good progress/Complete ● In progress ● Not progressed

| # | Objective | KPI | Notes on progress | Status (R,A,G) |
|-----------|---|--|---|----------------|
| 1. | To continue to take action to reduce our environmental impact | | | |
| 1.1 | 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: <ul style="list-style-type: none"> • Scope 1 & 2 emissions reduced by 7.3% (year on year average) • Scope 3 emissions reduced by 4.2% (year-on-year average) | <ul style="list-style-type: none"> • Environmental Roadmap & Action Plan created for 2030 • Science-Based Targets reviewed to ensure all relevant emission sources are being measured and required levels of reduction being achieved • Total emissions generated in tCO₂e | <ul style="list-style-type: none"> • Environmental Roadmap & Action Plan in progress • Near-term Science-Based Targets validated, and worked with a third-party specialist to analyse measurement of emissions and revise approach for data reporting • Total emissions generated in tCO₂e: <ul style="list-style-type: none"> – Scope 1 – tCO₂e: 785 – Scope 2 – tCO₂e: 3,274 – Scope 3 – tCO₂e: 51,976 – Total emissions – tCO₂e: 56,034 • The emissions factors used in FY24 were updated from prior years. The firm will recalculate FY20-23 emissions to ensure consistency. | ● |
| 1.2 | To design and deliver a 'Responsible Travel' campaign to support emissions reduction and achievement of our near-term targets | <ul style="list-style-type: none"> • Percentage of colleagues engaged through campaign • Business travel emissions intensity (tCO₂e/FTE) • Distance travelled (million Km) | <ul style="list-style-type: none"> • The firm has a Global Travel policy that is inclusive of responsible travel and will be used to inform the 'Responsible Travel' campaign • Based on available data, we estimate 323.76 million kilometres were travelled that resulted in 1.48 tCO₂e estimated business travel emissions intensity among FTEs | ● |
| 1.3 | To reduce our waste by 10% per FTE year-on-year from an FY20 base year | <ul style="list-style-type: none"> • Percentage of plastic waste generated per FTE and per region • Percentage of paper waste generated per FTE and per region • Percentage of waste recycled or reused | <ul style="list-style-type: none"> • The firm is working to expand our data collection on plastic waste across regions • The firm is working to expand our data collection on paper waste across regions • 72% of waste was recycled or reused | ● |
| 1.4 | To reduce our water consumption by 5% per FTE year-on-year from an FY20 base year | <ul style="list-style-type: none"> • Percentage of water consumed per FTE and per region | <ul style="list-style-type: none"> • The firm is working to expand the data collection on water consumption across regions | ● |
| 1.5 | To reduce our energy consumption | <ul style="list-style-type: none"> • Energy Consumption – Million kWh • Percentage of electricity from renewable sources • Percentage of energy from renewable sources (including electricity purchased under renewable tariffs) | <ul style="list-style-type: none"> • Energy consumption: 26.65 million kWh • Electricity from renewable sources: 72% • Energy from renewable sources (including electricity purchased under renewable tariffs): 57% | ● |

● Good progress/Complete ● In progress ● Not progressed

| # | Objective | KPI | Notes on progress | Status (R,A,G) |
|-----------|--|---|---|----------------|
| 1.6 | To raise awareness of our environmental and energy policies, encouraging active engagement and participation from colleagues to support the protection of the environment | <ul style="list-style-type: none"> • Percentage of colleagues engaged and/or trained • No. of Campaigns • Interaction | <ul style="list-style-type: none"> • We are in the process of establishing a network of local representatives that work to promote climate-friendly action across the Clifford Chance offices. We aim to report on this figure next year • Number of campaigns <ul style="list-style-type: none"> – Participated in COP28 – Local-office climate-awareness campaigns • We know that our people interact with climate initiatives that the firm communicates and promotes, while recognising that there are opportunities to track engagement more effectively, which we will consider during FY25 | ● |
| 1.7 | To leverage our Sustainable Procurement Programme to enable us to fulfil our environmental commitments, including, but not limited to, understanding our suppliers' indirect and direct GHG emissions, and to use the outputs from independent verification and analysis to report and help reduce our Scope 3 emissions Top 50 suppliers will set a 1.5 degree-aligned Science-Based Target and will all achieve a 50% reduction by 2030 | <ul style="list-style-type: none"> • Percentage of key suppliers taking action on energy consumption and GHGs • Percentage of key suppliers that have waste management procedures in place • Percentage of key suppliers reporting on energy consumption and GHGs • Percentage of key suppliers signed up to the Science-Based Targets Initiative • Percentage of key suppliers that have acknowledged our Supplier Code • Number of suppliers engaged (global) • Total emissions generated in tCO2e | <ul style="list-style-type: none"> • 90.7% of key suppliers are taking action on energy consumption and GHGs • 89.3% of key suppliers have waste management procedures in place • 77.3% of key suppliers report on energy consumption and GHGs • 53.5% of key suppliers have signed up to the Science-Based Targets Initiative • 100% of key suppliers have acknowledged our Supplier Code • 73 of our key suppliers have been rated through EcoVadis, with 26 assessments currently in progress • 19,579 tCO2e total purchased goods and services emissions generated | ● |
| 2. | To create a sustainable client services model | | | |
| 2.1 | To continue to develop our environmental and climate change/energy transition services | <ul style="list-style-type: none"> • Percentage of firm's revenue earned from relevant services | <ul style="list-style-type: none"> • The firm's systems are being updated with a view to being able to provide improved insights into revenue, including percentage of revenue earned from relevant services | ● |
| 2.2 | To work collaboratively with clients to reduce our direct and indirect impact on the environment | <ul style="list-style-type: none"> • Percentage and number of client events or roundtables | <ul style="list-style-type: none"> • We have reconsidered and do not believe events and roundtables are the best way to proceed at this stage | ● |

● Good progress/Complete ● In progress ● Not progressed

| # | Objective | KPI | Notes on progress | Status (R,A,G) |
|-----------|--|--|--|----------------|
| 3. | To support the work of environmental NGOs through pro bono assistance and grants from the Clifford Chance Foundation | | | |
| 3.1 | See also the Community Pillar KPIs for Environment | <ul style="list-style-type: none"> Percentage and number of our pro bono and community outreach mandates, and Clifford Chance Foundation grants, that contribute to the achievement of the SDGs relating to the environment | <ul style="list-style-type: none"> 19 environment-related pro bono mandates, representing 3% of total pro bono mandates 11 environment-related Clifford Chance Foundation grants, representing 20% of total funds dispersed | ● |
| 3.2 | To improve the collation and usefulness of data about the contribution to the environment-related SDGs made by our pro bono work and the benefits accruing personally to our colleagues from their involvement | <ul style="list-style-type: none"> Successful generation of report analysing benefits to colleagues of involvement in environmental pro bono work | <ul style="list-style-type: none"> We are in the process of generating this report | ● |
| 3.3 | To participate in recognised external forums to inform and support our near-term 2030 Science-Based Target commitment and drive progress in the legal sector to reduce our impact on the environment | <ul style="list-style-type: none"> No. of forums | <ul style="list-style-type: none"> The firm is working to expand our data collection on the number of forums that inform and support our near-term 2030 Science-Based Target commitment Two persons seconded to the Net Zero Lawyers Alliance Provided insight and contribution to the NZLA Framework for Net Zero Alignment | ● |
| 4. | To add to and improve risk and opportunity management practices related to climate change | | | |
| 4.1 | To review our methodology for assessing climate change-related risks and opportunities and their integration into the firm's Enterprise Risk Management Framework | <ul style="list-style-type: none"> Review completed Percentage implementation of any changes agreed | <ul style="list-style-type: none"> The Net Zero Delivery Group worked with the Global Risk and Compliance team to embed risk assessment for climate-related risk into our Global Enterprise Risk Management Framework The review resulted in the production of a risk matrix, comprising risks and opportunities plus mitigations to address the residual risks that are underway or are planned | ● |
| 4.2 | To review whether to employ any additional metrics tracking the financial impact of climate change-related risks and opportunities | <ul style="list-style-type: none"> Review completed Percentage implementation of processes to produce any additional metrics | <ul style="list-style-type: none"> We have completed the review alongside a third-party specialist, who produced metrics around the financial impact (both opportunities and risks) to our revenue in relation to climate issues, including potential costs across 3 climate change scenarios. The additional metrics produced are under review | ● |
| 4.3 | To review the resilience of the business model; while our qualitative assessment is that the firm's business model is resilient to climate change, we will complete a more detailed analysis in FY24 | <ul style="list-style-type: none"> Review completed Percentage implementation of any steps agreed to be taken to improve resilience | <ul style="list-style-type: none"> Completed in conjunction with the Clients Markets and Products Committee The firm assessed risks across the physical supply chain. We worked with a third-party provider to consider salient risks and benefits, and conducted a deeper analysis of climate change-related risks and opportunities concerning our business | ● |

Annex 2: Global Inclusion Data

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**.

These targets help in providing focus and responsibility as we seek to **identify and address cultural and structural barriers that negatively impact the careers of our people** and our inclusion goals.

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+ diversity.

This year, there are some clear areas of progress to celebrate on gender and ethnicity, in particular on a regional level as well as in senior leadership representation.

The rate of change in the areas of gender and LGBT+ diversity, however, needs to accelerate if we are to deliver on all of our targets.

Our Inclusion Targets 2024

Overview:

We have surpassed our 2025 targets for gender in the partnership in both our UK and Asia-Pacific (APAC) regions a year ahead of schedule. At our Executive Leadership Group, Executive Director and Director levels of the firm, we have met our gender inclusion targets of at least 40% women and 40% men and have exceeded our targets on ethnic minority partner promotions. It is clear from these results that where we focus our actions, we can deliver real change.

However, it is clear that the rate of change of new women partners, in particular, needs to accelerate if we are to achieve our 2030 inclusion targets.

| Target | Progress FY24 | Commentary |
|--|---|------------|
| SENIOR LEADERSHIP | | |
| Global Management Global Leadership to be at least 40% women and 40% men | 46% women membership 54% male membership Down by 0.6% | On target |
| Senior Business Advisory Group to the ELG Global Leadership to be at least 40% women and 40% men | 50% women membership 50% male membership | On target |
| Executive Directors Target to be at least 40% women and 40% men | 50% women executive directors 50% male executive directors | On target |
| Directors Target to be at least 40% women and 40% men | 57.8% women directors 42% male directors | On target |

| Target | Progress FY24 | Commentary |
|---|---|---|
| GENDER | | |
| Global target at least 40% women and at least 40% male global partners in the firm by 2030 | 25.4% women partners Up 1.5% 74.6% male partners | There has been an increase in the overall number and percentage of women partners. The pace of change needs to accelerate to meet our 2030 targets. |
| 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). | 35.7% women partners Up 2.7% 64.3% men partners | The APAC region has surpassed its 2025 target a year ahead of schedule. |
| Middle East target attain 12.5% women partners by 2025 and 25% by 2030 | 9.4% women partners Up 2.3% 90.6% male partners | This year has seen an increase due to geographical changes and lateral hires. An additional focus on career progression is also needed to help achieve our targets. |
| 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) | 23.7% women partners Up 1.1% 76.3% male partners | The region has delivered a rate of increase that, if continued, would reach the 2025 target but would need to accelerate if it is to reach our 2030 targets. |
| 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) | 19.8% women partners Up 1% 80.2% male partners | The region has delivered a rate of increase that, if continued, would reach the 2025 target but would need to accelerate if it is to reach our 2030 targets. |
| 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) | 30.3% women partners Up 1.4 69.7% male partners | The UK region has surpassed its 2025 target a year ahead of schedule. |

| Target | Progress FY24 | Commentary |
|--|--|--|
| LGBT+ | | |
| UK partner target of 5% by 2025 | 3.6% partners identified as LGBT+ in the UK | The UK has fallen back on its LGBT+ target having achieved it in 2022. |
| Global partner target of 3% by 2025 | Falling slightly from 3.82% | There remains barriers to full reporting at a global level |
| MINORITY ETHNICITY | | |
| Americas and UK Targets* | % of identified represented by ethnic minority | For the fourth year in a row the firm remains on track to meet our targets for partners from an ethnic minority population group in both the Americas and the UK regions and has exceeded the target for 2024. |
| 15% of new partners by 2025 | US: 100.0% New Partners | The overall partner population in the Americas has seen a significant increase, from 12% to 16.8% |
| 30% senior associates and business professionals (manager and above) by 2025 | US: 39.4% Senior Associates, 43% Business Professionals | The Americas continues to meet all its other targets for senior associates and business professionals. |
| | UK: 16.7% New Partners, 28.5% Senior Associates, 21.8% Business Professionals | UK senior associates and business professionals figures have both increased (up 1.1% and 1%, respectively). |

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

Gender

| ALL REGIONS | | | | | | | | |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
| All Partners | | | | | | | | |
| Women | 169 | 151 | 140 | 125 | 123 | 116 | 104 | 105 |
| Males | 497 | 480 | 459 | 455 | 473 | 470 | 472 | 472 |
| % Women | 25.40% | 23.90% | 23.40% | 21.60% | 20.60% | 19.80% | 18.10% | 18.20% |
| % Male | 74.60% | 76.10% | 76.60% | 78.40% | 79.40% | 80.20% | 81.90% | 81.80% |
| Equity Partners | | | | | | | | |
| % Women | 22.10% | 20.60% | 19.40% | 18.20% | 17.10% | 17.00% | 15.90% | 14.90% |
| % Male | 77.90% | 79.40% | 80.60% | 81.80% | 82.90% | 83.00% | 84.10% | 85.10% |
| Non-Equity Partners | | | | | | | | |
| % Women | 32.70% | 31.30% | 32.10% | 28.80% | 28.50% | 26.10% | 23.10% | 25.70% |
| % Male | 67.00% | 68.70% | 67.90% | 71.20% | 71.50% | 73.90% | 76.90% | 74.30% |
| Lawyers | | | | | | | | |
| Women | 1520 | 1305 | 1,399 | 1308 | 1294 | 1254 | 1119 | 1177 |
| Males | 1291 | 1196 | 1,241 | 1196 | 1265 | 1294 | 1231 | 1250 |
| %Women | 54.10% | 52.20% | 53.00% | 52.20% | 50.60% | 49.20% | 47.60% | 48.50% |
| % Male | 45.90% | 47.80% | 47.00% | 47.80% | 49.40% | 50.80% | 52.40% | 51.50% |
| Business Professionals | | | | | | | | |
| Women | 2327 | 2248 | 2,352 | 2381 | 2468 | 2638 | 2241 | 2115 |
| Males | 1255 | 1222 | 1,217 | 1189 | 1188 | 1606 | 1097 | 1027 |
| %Women | 65.00% | 64.80% | 65.90% | 66.70% | 67.50% | 62.20% | 67.10% | 67.30% |
| % Male | 35.00% | 35.20% | 34.10% | 33.30% | 32.50% | 37.80% | 32.90% | 32.70% |

Data as of May 2024

- The figures are based on headcount numbers: 2023, 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 at the local or regional level.
- 'Lawyers' comprises Counsel, Senior Associates, Associates and Trainees. Excludes partners.

'Business Professionals' includes a range of roles and seniority within our business service functions across our Co-ordinator/Assistant: Manager: Executive Manager: Director and Executive Director career bands

| AMERICAS [INCLUDING HOUSTON IN 2024] | | | | | | | | |
|--------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
| Partners | | | | | | | | |
| Women | 27 | 21 | 19 | 18 | 15 | 12 | 9 | 9 |
| Males | 87 | 72 | 65 | 64 | 69 | 63 | 63 | 65 |
| % Women | 23.70% | 22.58% | 22.60% | 22.00% | 17.90% | 16.00% | 12.50% | 12.20% |
| Lawyers | | | | | | | | |
| Women | 165 | 132 | 131 | 111 | 106 | 96 | 80 | 87 |
| Males | 123 | 108 | 110 | 103 | 121 | 116 | 116 | 108 |
| % Women | 57.30% | 55.00% | 54.40% | 51.90% | 46.70% | 45.30% | 40.80% | 44.60% |
| Business Professionals | | | | | | | | |
| Women | 160 | 147 | 149 | 151 | 163 | 210 | 154 | 148 |
| Males | 77 | 84 | 83 | 77 | 84 | 154 | 93 | 90 |
| % Women | 67.50% | 63.64% | 64.20% | 66.20% | 66.00% | 57.70% | 62.30% | 62.20% |
| ASIA-PACIFIC | | | | | | | | |
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
| Partners | | | | | | | | |
| Women | 35 | 31 | 28 | 25 | 27 | 29 | 26 | 30 |
| Males | 63 | 63 | 64 | 60 | 69 | 68 | 67 | 66 |
| % Women | 35.70% | 32.98% | 30.40% | 29.40% | 28.10% | 29.90% | 28.00% | 31.30% |
| Lawyers | | | | | | | | |
| Women | 238 | 220 | 236 | 222 | 219 | 233 | 221 | 234 |
| Males | 199 | 202 | 194 | 188 | 200 | 203 | 207 | 209 |
| % Women | 54.50% | 52.13% | 54.90% | 54.10% | 52.30% | 53.40% | 51.60% | 52.80% |
| Business Professionals | | | | | | | | |
| Women | 354 | 329 | 372 | 362 | 386 | 437 | 397 | 374 |
| Males | 78 | 72 | 83 | 93 | 85 | 130 | 87 | 80 |
| % Women | 81.90% | 82.04% | 81.80% | 79.60% | 82.00% | 77.10% | 82.00% | 82.40% |

Gender (continued)

CONTINENTAL EUROPE [EXCLUDING TURKEY]

| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
|-------------------------------|--------|--------|--------|-----------|--------|--------|--------|--------|
| Partners | | | | | | | | |
| Women | 45 | 43 | 39 | 36 | 33 | 31 | 30 | 29 |
| Males | 182 | 186 | 179 | 175 | 181 | 187 | 184 | 181 |
| % Women | 19.80% | 18.78% | 17.90% | 17.10.00% | 15.40% | 14.20% | 14.00% | 13.80% |
| Lawyers | | | | | | | | |
| Women | 565 | 518 | 526 | 515 | 522 | 487 | 435 | 442 |
| Males | 500 | 504 | 531 | 509 | 539 | 558 | 520 | 535 |
| % Women | 53.10% | 50.68% | 49.80% | 50.30% | 49.20% | 46.60% | 45.50% | 45.20% |
| Business Professionals | | | | | | | | |
| Women | 733 | 749 | 778 | 844 | 902 | 897 | 806 | 811 |
| Males | 248 | 234 | 249 | 266 | 276 | 296 | 242 | 252 |
| % Women | 74.70% | 76.20% | 75.80% | 76.00% | 76.60% | 75.20% | 76.90% | 76.30% |

MIDDLE EAST [INCLUDING TURKEY]

| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Partners | | | | | | | | |
| Women | 3 | 2 | 1 | 1 | 1 | 1 | 1 | 1 |
| Males | 29 | 26 | 18 | 16 | 17 | 18 | 18 | 17 |
| % Women | 9.40% | 7.14% | 5.30% | 5.90% | 5.60% | 5.30% | 5.30% | 5.60% |
| Lawyers | | | | | | | | |
| Women | 63 | 48 | 38 | 25 | 27 | 28 | 25 | 26 |
| Males | 94 | 69 | 43 | 40 | 38 | 48 | 48 | 45 |
| % Women | 40.10% | 41.03% | 46.90% | 38.50% | 41.50% | 36.80% | 34.20% | 36.60% |
| Business Professionals | | | | | | | | |
| Women | 49 | 38 | 33 | 35 | 35 | 32 | 33 | 33 |
| Males | 47 | 39 | 14 | 14 | 15 | 20 | 14 | 15 |
| % Women | 51.00% | 49.35% | 70.20% | 71.40% | 70.00% | 61.50% | 70.20% | 68.80% |

LONDON AND NEWCASTLE

| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Partners | | | | | | | | |
| Women | 59 | 54 | 53 | 45 | 47 | 43 | 38 | 36 |
| Males | 136 | 133 | 133 | 140 | 137 | 134 | 140 | 143 |
| % Women | 30.30% | 28.88% | 28.50% | 24.30% | 25.50% | 24.30% | 21.30% | 20.10% |
| Lawyers | | | | | | | | |
| Women | 489 | 361 | 468 | 435 | 420 | 410 | 358 | 388 |
| Males | 375 | 301 | 363 | 356 | 367 | 369 | 340 | 353 |
| % Women | 56.60% | 54.53% | 56.30% | 55.00% | 53.40% | 52.60% | 51.30% | 52.40% |
| Business Professionals | | | | | | | | |
| Women | 735 | 690 | 716 | 725 | 774 | 886 | 666 | 621 |
| Males | 315 | 313 | 326 | 338 | 362 | 652 | 351 | 309 |
| % Women | 70% | 68.79% | 68.70% | 68.20% | 68.10% | 57.60% | 65.50% | 66.80% |

INDIA

| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
|-------------------------------|------|--------|--------|--------|--------|--------|--------|--------|
| Business Professionals | | | | | | | | |
| Women | 296 | 295 | 304 | 264 | 208 | 176 | 147 | 128 |
| Males | 490 | 480 | 462 | 401 | 366 | 354 | 294 | 281 |
| % Women | 38% | 38.06% | 39.70% | 39.70% | 36.20% | 33.20% | 33.30% | 31.30% |

Ethnicity

| NY & WASHINGTON | | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|------------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
| Partners | | | | | | | | |
| Ethnic Minority | 17 | 10 | 7 | 8 | 7 | 3 | 5 | 5 |
| Non-Ethnic Minority | 84 | 73 | 65 | 64 | 66 | 50 | 61 | 61 |
| Not Identified | 10 | 7 | 9 | 9 | 10 | 22 | 5 | 7 |
| Total | 111 | 90 | 81 | 81 | 83 | 75 | 71 | 73 |
| % identified represented by ethnic minority | 16.80% | 12.05% | 9.70% | 11.10% | 9.60% | 5.70% | 7% | 7.60% |
| Lawyers | | | | | | | | |
| Ethnic Minority | 112 | 91 | 81 | 75 | 76 | 17 | 65 | 59 |
| Non-Ethnic Minority | 151 | 126 | 118 | 110 | 126 | 38 | 120 | 120 |
| Not Identified | 15 | 18 | 36 | 20 | 15 | 154 | 5 | 7 |
| Total | 278 | 235 | 235 | 205 | 217 | 209 | 190 | 186 |
| % identified represented by ethnic minority | 42.50% | 58.06% | 40.70% | 40.50% | 37.60% | 30.90% | 34% | 33.00% |
| Business Professionals | | | | | | | | |
| Ethnic Minority | 119 | 114 | 102 | 113 | 113 | 78 | 117 | 103 |
| Non-Ethnic Minority | 95 | 94 | 92 | 89 | 102 | 66 | 102 | 90 |
| Not Identified | 15 | 15 | 29 | 26 | 24 | 213 | 20 | 22 |
| Total | 229 | 223 | 223 | 228 | 239 | 357 | 239 | 215 |
| % identified represented by ethnic minority | 55.60% | 54.81% | 52.60% | 55.90% | 52.60% | 54.20% | 49% | 53.40% |

Data as of May 2024

*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' comprises Counsel, Senior Associates, Associates, and Trainees. Excludes partners.

The figures are based on headcount numbers. 2023, 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](#).

| LONDON & NEWCASTLE | | | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 | FY18 | FY17 |
| Partners | | | | | | | | |
| Ethnic Minority | 23 | 22 | 17 | 18 | 13 | 12 | 13 | 8 |
| Non-Ethnic Minority | 153 | 151 | 153 | 158 | 158 | 150 | 148 | 148 |
| Not Identified | 20 | 14 | 16 | 9 | 13 | 15 | 17 | 23 |
| Total | 196 | 187 | 186 | 185 | 184 | 177 | 178 | 179 |
| % identified represented by ethnic minority | 13.10% | 12.72% | 10.00% | 10.20% | 7.60% | 7.40% | 7.30% | 5.10% |
| Lawyers | | | | | | | | |
| Ethnic Minority | 238 | 165 | 225 | 211 | 199 | 161 | 171 | 178 |
| Non-Ethnic Minority | 433 | 356 | 455 | 481 | 452 | 422 | 391 | 426 |
| Not Identified | 193 | 141 | 151 | 99 | 136 | 196 | 136 | 137 |
| Total | 864 | 662 | 831 | 791 | 787 | 779 | 698 | 741 |
| % identified represented by ethnic minority | 35.50% | 31.67% | 33.10% | 30.50% | 30.60% | 27.60% | 24.50% | 29.50% |
| Business Professionals | | | | | | | | |
| Ethnic Minority | 176 | 165 | 173 | 170 | 179 | 149 | 126 | 121 |
| Non-Ethnic Minority | 717 | 716 | 719 | 741 | 790 | 706 | 646 | 607 |
| Not Identified | 157 | 122 | 150 | 152 | 167 | 683 | 245 | 202 |
| Total | 1050 | 1003 | 1042 | 1063 | 1136 | 1538 | 1017 | 930 |
| % identified represented by ethnic minority | 19.70% | 18.73% | 19.40% | 18.70% | 18.50% | 17.40% | 12.40% | 16.60% |

Data as of May 2024

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

'Lawyers' comprises Counsel, Senior Associates, Associates and Trainees. Excludes Partners. The figures are based on headcount numbers. 2023, 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. 'Business Professionals' includes a range of roles and seniority within our business service functions across our Co-ordinator/Assistant: Manager: Executive Manager: Director and Executive Director career bands.

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LGBT+

| | UK | | |
|-------------------------------|--------|--------|--------|
| | FY24 | FY23 | FY22 |
| Partners | | | |
| LGBT+ | 3.60% | 3.82 | 5.16% |
| Non LGBT+ | 96.40% | 96.18 | 94.84% |
| Lawyers | | | |
| LGBT+ | 14.40% | 11.20% | 11.62% |
| Non LGBT+ | 85.60% | 88.80% | 88.38% |
| Business Professionals | | | |
| LGBT+ | 6.90% | 6.94% | 6.39% |
| Non LGBT+ | 93.10% | 93.06% | 91.61% |

Data as of May 2024

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Annex 3: Global Academy Data

| Number of business skills training courses* | | | | | | |
|---|------------|------------|--------------|--------------|------------|------------|
| REGIONS | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Americas | 0 | 2 | 0 | 0 | 41 | 64 |
| Asia-Pacific | 1 | 4 | 1 | 4 | 51 | 52 |
| MEA | 1 | - | 0 | 4 | 13 | 21 |
| CE | 63 | 129 | 79 | 100 | 138 | 148 |
| UK | 93 | 102 | 82 | 117 | 230 | 208 |
| India | 36 | 28 | 165 | 277 | 49 | 74 |
| Virtual Classroom | 392 | 440 | 796 | 635 | 75 | 18 |
| Total | 586 | 705 | 1,123 | 1,137 | 597 | 585 |

| Number of participants in Global Academy Courses | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Lawyers/ fee earners | 3,742 | 5,175 | 4,382 | 4,392 | 2,928 | 3,166 |
| Business professionals/ non-fee earners | 1,553 | 3,490 | 2,696 | 2,795 | 1,664 | 1,192 |
| Total | 5,295 | 8,665 | 7,078 | 7,187 | 4,592 | 4,358 |

| Average hours per FTE per FY | | | | | | |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Total | 6,069 | 6,077 | 5,898 | 5,920 | 5,994 | 5,875 |
| E-learning** | 3.45 | 2.07 | 2.35 | 1.92 | 1.73 | 2.23 |
| Training videos | 0.39 | 0.58 | 0.72 | 0.75 | 1.05 | 0.83 |
| Total | 3.84 | 2.65 | 3.07 | 2.67 | 2.78 | 3.06 |

* Academy + Local (classroom + remote)

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

| Total number of legal skills training courses* | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Total number of courses | 1,284 | 1,610 | 1,216 | 1,190 | 1,426 | 1,306 |

| Number of new business skills courses | | | | | | |
|---------------------------------------|----------|----------|-----------|-----------|-----------|-----------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Total number of courses | 4 | 4 | 18 | 38 | 28 | 16 |

| Average hours of training by gender (Fee Earner) | | | | | | |
|--|------|------|------|------|------|------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Male | 3.53 | 6.03 | 4.82 | 4.38 | 6.99 | 7.18 |
| Women | 3.89 | 7.65 | 6.45 | 5.83 | 5.26 | 8.4 |

| Average hours of training by gender (Business Professionals) | | | | | | |
|--|------|------|------|------|------|------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Male | 2.97 | 2.45 | 1.48 | 1.60 | 2.01 | 1.83 |
| Women | 3.03 | 2.64 | 1.75 | 2.00 | 1.05 | 2.05 |

| Average hours of training by job type | | | | | | |
|--|------|------|------|------|------|------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Lawyers/fee earners | 3.71 | 6.80 | 5.61 | 5.04 | 6.08 | 7.72 |
| Business professionals/ non-fee earners | 3.20 | 2.57 | 1.64 | 1.86 | 1.81 | 1.97 |

| Number of classroom courses | | | | | | |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | FY24 | FY23 | FY22 | FY21 | FY20 | FY19 |
| Total number of courses | 2,890 | 2,394 | 2,339 | 2,327 | 2,023 | 1,891 |

Annex 4: Global Community & Pro Bono Data

Community & Pro Bono hours per lawyer* FY24 to FY22**

| REGIONS | FY24 | FY23 | FY22 |
|----------------------------------|--------------|--------------|--------------|
| Americas | 32.80 | 44.56 | 50.92 |
| Asia-Pacific | 9 | 7.56 | 6.05 |
| Europe | 8.75 | 10.57 | 7.10 |
| UK and Middle East | 30.59 | 28.5 | 38.55 |
| Global average per lawyer | 18.23 | 19.87 | 21.01 |

Community & Pro Bono hours per lawyer* FY21 to FY18*

| REGIONS | FY21 | FY20 | FY19 | FY18 |
|----------------------------------|-------------|--------------|--------------|--------------|
| Asia-Pacific | 10.13 | 9.90 | 9.00 | 12.07 |
| Americas | 49.71 | 27.69 | 34.52 | 40.33 |
| CEER | 11.89 | 10.84 | 9.76 | 6.36 |
| Western Europe | 6.06 | 5.83 | 7.47 | 9.98 |
| UK and Middle East | 32.88 | 30.47 | 28.11 | 28.21 |
| Global average per lawyer | 20.0 | 16.93 | 16.84 | 20.48 |

* Figures based on average Community & Pro Bono hours per lawyer based on average headcount

** For FY22 to FY224, aligned with the firm's strategy, CEER and Western Europe figures are combined as Europe

Annex 5: World Economic Forum Stakeholder Capitalism Metrics

Since FY21, we have moved from reporting using the GRI framework to using the World Economic Forum's Stakeholder Capitalism Metrics. These Stakeholder Capitalism disclosures provide information and references on the firm's commitment and progress across a range of areas that are relevant to our journey, as a professional services firm, to integrate sustainability into our core strategy and operations.

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|-------------------|--|------------------|---|
| GOVERNANCE | | | |
| Governing purpose | <p>Setting purpose</p> <p>The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.</p> | Core | <p>Clifford Chance is a leading global law firm, with clients which include corporates from all the commercial and industrial sectors, the financial investor community, governments, regulators, trade bodies and not-for-profit organisations. We are committed to providing clients with the highest quality advice and legal insight by combining the firm's global standards with in-depth local expertise. We always strive to exceed the expectations of our clients and act responsibly, creating long-term sustainable value that supports the future success of all our stakeholders.</p> <p>We are guided by our global values-based Code.</p> <p>Read Our Code.</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|---------------------------|--|------------------|---|
| Quality of governing body | <p>Governance body composition</p> <p>Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.</p> | Core | <p>The firm's top decision-making body, the Executive Leadership Group (ELG), sets the firm's strategy and oversees its implementation. The ELG is chaired by the firm's Global Managing Partner – a partner in the firm who is elected by the partnership to a four-year term as Global Managing Partner.</p> <p>The ELG includes 12 other partner members (six men and six women) who are advised by senior business professionals who lead key global functions. The ELG therefore includes:</p> <ul style="list-style-type: none"> • The Executive Partner (and General Counsel) – a partner with a broad background of working in the firm internationally who safeguards the Partnership Agreement, the key governing document of the firm • Partners who lead each of the firm's business lines and major regions provide global insights and their deep expertise in their regions and areas of expertise • Four partners work closely with senior business professionals co-leading global committees with delegated decision-making authority from the ELG: Operations & Business Transformation, Finance, Client, Markets & Products, and People & Talent • Senior business professionals–Global Chief Operating Officer, Global Chief Financial Officer, Global Chief Client Officer and Global Chief People Officer–co-lead the committees and attend the ELG as required <p>Internally, the development and oversight of our responsible business strategy, including governance, risk management and supporting the implementation of our 2030 near-term science-based targets, is delegated by the ELG to the firm's Responsible Business Board, chaired by a partner, also the chair of the firm's ESG Board: this latter board brings together client-facing ESG experience from across the firm globally.</p> <p>The composition of our Responsible Business Board is on page 5.</p> |
| Stakeholder engagement | <p>Material issues impacting stakeholders</p> <p>A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.</p> | | <p>We conducted a materiality assessment in FY23 and published it in on page 6 of our Responsible Business Report 2023.</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|-------------------|--|------------------|---|
| Ethical behaviour | <p>Anti-corruption</p> <ol style="list-style-type: none"> 1. Total percentage of governance body members, employees and business partners who have received training on the firm's anti-corruption policies and procedures, broken down by region. <ol style="list-style-type: none"> (a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and (b) Total number and nature of incidents of corruption confirmed during the current year, related to this year. <p>Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.</p> | Core | <p>Clifford Chance has a policy of zero tolerance of bribery and corruption. We expressly prohibit the giving or receiving of any form of bribe and we are committed to fully comply with the anti-corruption laws of all the jurisdictions in which we operate.</p> <ol style="list-style-type: none"> 1(a) All of our partners and employees globally are required to complete training on the firm's anti-corruption policies and procedures. In addition, all partners and employees are required to complete an annual declaration confirming their knowledge of, and compliance with, several of the firm's policies and procedures, including anti-bribery and corruption. 1(b) No incidents of corruption involving the firm, or its employees have been confirmed during the reporting period 2. The firm provides guidance and training to our people to help them identify situations of heightened risk with respect to bribery and corruption. Our firm has clear policies and procedures in place to ensure our people understand how to report any concerns with respect to bribery and corruption. We also support external initiatives which promote responsible and ethical business practices. We regularly engage with relevant bodies and organisations, including the Institute of Business Ethics, Professionals Against Corruption and Partnership Against Corruption. We are also actively involved in the WEF Global Futures Council on Transparency and Anti-corruption <p>We expect our suppliers to comply with all applicable anti-bribery, anti-money laundering, economic sanctions, anti-tax evasion and anti-fraud laws ("Financial Crime Laws") and to have policies and procedures in place that reflect international best practice and relevant guidance. Our Supplier Code of Conduct provides a set of key principles that underpin the minimum standards we expect from the suppliers and contractors, and their subsidiaries and subcontractors, that provide goods or services to us.</p> <p>You can read more in the Financial Crime supplier standard on our website.</p> <p>Read our Supplier Code of Conduct and Supplier Standards.</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|-------------------|---|------------------|--|
| Ethical behaviour | <p>Protected ethics advice and reporting mechanisms A description of internal and external mechanisms for:</p> <ol style="list-style-type: none"> 1. Seeking advice about ethical and lawful behaviour and organisational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organisational integrity. | Core | <p>Internal and external mechanisms for seeking advice about ethical and lawful behaviour and organisational integrity</p> <p>The firm has developed and implemented a Code that reflects the principles that are important to Clifford Chance and which we expect all colleagues to apply in everything they do. Our Code defines our expectations of everyone working in our firm and acts as a guide for our behaviour with each other, our clients and all our external stakeholders.</p> <p>Information and guidance on ethical and lawful behaviour, organisational integrity and who to contact for advice is published on the firm's intranet, which is available to everyone in the firm.</p> <p>We have also published the policies, guidance and the professional standards that we must comply with on the firm's intranet, which is available to everyone in the firm. Our policies, guidance and professional standards requirements are regularly reviewed by our global compliance team and legal professionals to ensure they are kept up to date. We also have a dedicated mailbox monitored by a global team of compliance and legal professionals where everyone in the firm can seek advice on a number of topics, including any concerns around ethical and lawful behaviour as well as professional standards. In addition, we have compliance contacts for each of our offices who can assist with any questions that arise in relation to ethical and lawful behaviour and organisational integrity.</p> <p>Should our clients wish to seek advice on ethical and lawful behaviour and organisational integrity, we have lawyers in many of our offices who can provide this type of advice.</p> <p>For suppliers, our Supplier Management website includes a point of contact should they have any queries and/or concerns. Each year we also issue a Voice of Supplier Survey to our key suppliers that provides a mechanism for our suppliers to share feedback and allows us to understand what's working well and areas where we can improve or develop our internal and external processes within our supply chain.</p> <p>Internal and external mechanisms for reporting concerns about unethical and unlawful behaviour and lack of organisational integrity</p> <p>Our Internal Reporting Processes and Requirements Policy sets out the process and appropriate channels to report concerns about unethical and unlawful behaviour and lack of organisational integrity. Our global Whistleblowing Policy also includes reporting channels for actual or potential breaches of the firm's rules on professional standards and practice. As we recognise there are times when our people may feel the need to raise a concern or ask a question without coming forward directly to a colleague, the firm has engaged Navex Global, an independent service with trained, impartial staff available 24/7, to provide a confidential channel for concerns.</p> <p>Externally, the firm has made our complaints procedure available on our public website. The mechanisms include a centralised mailbox dedicated to complaints. Our public website also includes jurisdiction-specific guidance on regulatory complaints procedures (where available) in countries where we operate.</p> <p>Read our Code.</p> <p>Read our Policies.</p> <p>Read our Supplier Code of Conduct and Supplier Standards.</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|--------------------------------|--|------------------|---|
| Risk and opportunity oversight | <p>Integrating risk and opportunity into business process</p> <p>Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.</p> | Core | <p>Clifford Chance deploys an enterprise-wide approach to risk management that looks to aggregate risk across regions and business functions in order to articulate the most prominent risks that may affect delivery of the firm's objectives.</p> <p>This Enterprise Risk Management (ERM) Framework is designed to address the likelihood and consequences of risks materialising, as well as to inform strategic decisions, successful delivery of change and increased operational efficiency. The Framework allows the firm to continue to be entrepreneurial in delivering legal services of the highest standard, whilst adopting a prudent approach to risk management.</p> <p>For example, a key risk area we focus on is cybersecurity and information security. Control of client information is particularly important for Clifford Chance, given the nature and type of information often held by the firm.</p> <p>The firm operates multilayered defences against cyber activity, including a full-service approach to identify and frustrate attempts to access the firm's network. This is supported by a series of global policies governing IT use and access, data loss prevention tools and training and regular awareness activities across the firm.</p> <p>Our security controls are regularly audited by independent specialist third parties against the international standard ISO27001 for information security management. In 2020, Clifford Chance achieved SOC2 Type 2 certification. The firm is also certified, annually, to the NCSC and UK Government's Cyber Essentials Plus security framework. In addition to this external assessment and validation, we conduct regular external penetration tests and have an internal resource that conducts regular internal audits of all information systems utilising several frameworks including SANS-20, NIST800-53 and ISO 27001. Read about our certifications and assurance activities.</p> <p>The firm also considers legal and reputational risks when assessing potential new clients and new matters. Where risks are identified, a matter may be subject to specific clearance conditions or we may decline to take the matter on altogether.</p> <p>The ERM Framework has included climate change risk since 2021 and added the operational aspects of this in FY24 by conducting a Climate Scenario Analysis to find out the possible physical and transition risks of a warming climate. The firm's Net Zero Delivery Group regularly checks and reports risks, and helps risk owners to keep mitigations on track. Our Supplier Relationship Management (SRM) Framework, which governs our life-cycle management, focuses on making the most of our ongoing relationships with key suppliers and provides a recommended approach and standards to support the management and oversight of our third-party relationships by our Firm's contract managers. The SRM Framework comprises supplier onboarding, performance management, risk and contract management, relationship management and sustainability pillars, and as part of regular service reviews with our suppliers enables us to identify and mitigate any potential issues as they arise.</p> <p>Read our article on our Compliance Framework.</p> <p>Read about our Climate Change Policy on page 12.</p> <p>Read Our Code.</p> <p>Read our Supplier Code of Conduct and Supplier Standards</p> <p>Read about Supplier Assurance on our website</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|-------------------------|---|------------------|---|
| PLANET | | | |
| Climate change | <p>Greenhouse gas (GHG) emissions</p> <p>For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO₂e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p> | Core | Please see section 1.1 on page 36. |
| Climate change | <p>TCFD implementation</p> <p>Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p> | Core | <p>In line with the UK Limited Liability Partnerships (Climate-related Financial Disclosure) Regulations 2022, we confirm that the disclosures included in the Responsible Business Report 2024 are consistent with the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008, as amended by the Limited Liability Partnerships (Climate-related Financial Disclosure) Regulations 2022.</p> <p>Key elements to highlight include, but are not limited to:</p> <ol style="list-style-type: none"> 1. We aim to reduce absolute Scope 1 and 2 GHG emissions by 80% by FY30 from a FY20 base year, and to reduce absolute Scope 3 GHG emissions 47% within the same time frame. In March 2022, our near-term Science-Based Targets for FY30 were independently assessed and validated as a key element to validated as a key element to our net zero by 2050 target. 2. We have had our emissions reviewed and validated by an external consultancy for the reporting period FY24–our progress is outlined in our Environment FY24 KPIs on page 36. <p>Our annual CDP response provides further disclosures on our approach to climate change (cdp.net/en).</p> |
| Nature loss | <p>Land use and ecological sensitivity</p> <p>Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBAs).</p> | Core | According to the Key Biodiversity Areas database, there are no Clifford Chance offices in the immediate vicinity of Key Biodiversity Areas (KBAs); our São Paulo and Milan offices are 1km from designated KBAs. |
| Freshwater availability | <p>Water consumption and withdrawal in water-stressed areas</p> <p>Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to the WRI Aqueduct water risk atlas tool.</p> <p>Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.</p> | Core | According to the WRI Aqueduct water risk atlas tool, seven of our office locations are within cities of extremely high baseline water stress and 10 are in locations of high baseline water stress. |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
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| Climate change | <p>Paris-aligned GHG emissions targets</p> <p>Define and report progress against time-bound science-based GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C. This should include defining a date before 2050 by which the firm will achieve net-zero greenhouse gas emissions and interim reduction targets based on the methodologies provided by the Science-Based Targets initiative, if applicable.</p> <p>If an alternative approach is taken, disclose the methodology used to calculate the targets and the basis on which they deliver on the goals of the Paris Agreement.</p> | Expanded | <p>We aim to reduce absolute Scope 1 and 2 GHG emissions by 80% by FY30 from a FY20 base year, and to reduce absolute Scope 3 GHG emissions by 47% within the same time frame. In March 2022, our near-term Science-Based Targets for FY30 were independently assessed and validated as a key element to our net zero by 2050 target.</p> <p>We have had our emissions reviewed and validated by an external consultancy for the reporting period (1 May 2023-30 April 2024).</p> |
| Climate change | <p>Impact of GHG emissions</p> <p>Report wherever material along the value chain (GHG Protocol Scope 1, 2 & 3) the valued impact of greenhouse gas emissions.</p> <p>Disclose the estimate of the societal cost of carbon used and the source or basis for this estimate.</p> | Expanded | <p>The firm worked closely with a third-party specialist during the reporting year to conduct a Climate Scenario Analysis to identify the firm's climate change-related risks and opportunities. The results of this work can be found in the firm's TCFD 2024.</p> |

PEOPLE

| | | | |
|----------------------|--|------|--|
| Dignity and equality | <p>Diversity and inclusion (%)</p> <p>Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g., ethnicity).</p> | Core | <p>Please see page 40 for our Global Inclusion Reporting Data FY24.</p> |
| Dignity and equality | <p>Pay equality (%)</p> <p>Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.</p> | Core | <p>Whilst we report on gender-based salary ratios in some geographies, this is not currently reported globally. Clifford Chance is committed to creating an inclusive environment, providing equal employment opportunities for all members of the firm and future employees, including pay equality</p> <p>Read Our Commitments.</p> <p>Read our published data including UK Pay Gap Report</p> |
| Dignity and equality | <p>Wage level (%)</p> <p>Ratios of standard entry-level wage by gender compared to local minimum wage.</p> <p>Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.</p> | Core | <p>It is the firm's policy to treat all employees and job applicants fairly and equally. Our fair and equitable approach to remuneration applies to all levels, including entry-level roles.</p> <p>We do not currently report entry-level wage by gender compared with the local minimum wage or on our Global Managing Partner's remuneration.</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|-----------------------|---|------------------|--|
| Dignity and equality | <p>Risk for incidents of child, forced or compulsory labour</p> <p>An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to:</p> <p>(a) type of operation (such as manufacturing plant) and type of supplier; and</p> <p>(b) (countries or geographic areas with operations and suppliers considered at risk.</p> | Core | <p>We are a professional services firm strictly regulated by professional regulatory bodies in each of the jurisdictions in which we operate, and our ongoing assessment is that we are at low risk of child, forced or compulsory labour occurring within our own business, but that there is some risk of child, forced or compulsory labour occurring within our supply chains.</p> <p>During the reporting period we have taken our FY24 spend data and active supplier list and reviewed all those suppliers in sectors identified by our external modern slavery consultant as the highest risk for modern slavery: cleaning; construction; hospitality (catering and hotels); transportation (airlines and car services); and electronics. We have separately developed, in conjunction with an external consultant, a plan and methodology for a salient human rights issues assessment (inclusive of modern slavery) which we plan to conduct in FY25.</p> <p>Read our 2023 Modern Slavery Act Transparency Statement.</p> <p>Read our Supplier Code of Conduct and Supplier Standards.</p> <p>Read more about our sustainable procurement programme reporting.</p> |
| Health and wellbeing | <p>Health and safety (%)</p> <p>The number and rate of fatalities as a result of work-related injury; high consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.</p> <p>An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.</p> | Core | <p>Clifford Chance has an established health and safety infrastructure comprising Global Guiding Principles and local health and safety policies to ensure compliance with local regulation. Office Managing Partners have overall responsibility for ensuring appropriate policies and measures are in place. Each office must have a designated person with day-to-day responsibility for health and safety and we have established HR and Business Continuity processes to respond to incidents.</p> <p>As a professional services firm the risk of work-related injury and fatality is low. However, we recognise the psychosocial risks inherent in a high-performance environment and address this through our firm's risk strategy. In addition to a safe and productive work environment, we provide our people with access to a range of benefits and services to maintain their mental and physical health.</p> <p>Clifford Chance's commitment to ensuring the health, safety and welfare of our people is extended to our supply chain – we expect them to act responsibly and ensure they are compliant with all appropriate and applicable health and safety legislation.</p> <p>Read our Supplier Code of Conduct and Supplier Standards.</p> <p>Read more about our Sustainable Procurement Programme reporting.</p> |
| Skills for the future | <p>Training provided (#, \$)</p> <p>Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full-time employee (total cost of training provided to employees divided by the number of employees).</p> | Core | <p>Clifford Chance invests in developing its lawyers and business professionals with the world-class skills and capabilities they need today and in the future, and brings together solutions that focus on leadership, legal and business skills to ensure individuals are making an impact both in the market and within their teams.</p> <p>Please see page 46 for the Global Clifford Chance Academy Data FY24.</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|----------------------|--|------------------|--|
| Dignity and equality | <p>Pay gap (% , #)</p> <ol style="list-style-type: none"> 1. Mean pay gap of basic salary and remuneration of full-time, relevant employees based on gender (women to men) and indicators of diversity (e.g., BAME to non-BAME) at a company level or by significant location of operation. 2. Ratio of the annual total compensation for the organisation's highest paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest paid individual) in the same country. | Expanded | <p>Whilst we report on diversity-based salary ratios in some geographies, this is not currently reported globally. Clifford Chance is committed to creating an inclusive environment, providing equal employment opportunities for all members of the firm and future employees, including fair and equitable pay. Read Our Commitments.</p> <p>Read our published data including UK Pay Gap report.</p> |
| Dignity and equality | <p>Freedom of association and collective bargaining at risk (%)</p> <ol style="list-style-type: none"> 1. Percentage of active workforce covered under collective bargaining agreements. 2. An explanation of the assessment performed on suppliers for which the right to freedom of association and collective bargaining is at risk, including measures taken by the organisation to address these risks. | Expanded | <p>Clifford Chance is committed to ensuring all its employees are afforded all applicable rights under law, including the right to join labour unions, works' councils or other collective bargaining organisations, where applicable. Given the nature of professional services firms, trade unions and collective bargaining agreements are only relevant in some geographies, therefore no global policy commitment has been required.</p> <p>As part of our assessment of the sustainability performance of suppliers, we measure what they are doing to monitor the percentage of their total workforce across all locations who are covered by formal collective agreements concerning working conditions and terms of employment, inclusive of wages, working hours, vacation days, etc. Independent verification of the documents provided by our suppliers is undertaken by EcoVadis ESG specialists. We expect all suppliers to comply with the applicable laws in the countries within which they operate. You can read more about our Sustainable Procurement Programme and progress on our supplier management website, including our latest reports.</p> <p>Read our Supplier Code of Conduct and Supplier Standards</p> <p>Read more about our Sustainable Procurement Programme reporting.</p> |
| Dignity and equality | <p>Human rights review, grievance impact & modern slavery (#, %)</p> <ol style="list-style-type: none"> 1. Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country. 2. Number and type of grievances reported with associated impacts related to a salient human rights issue in the reporting period and an explanation on type of impacts. 3. Number and percentage of operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: <ol style="list-style-type: none"> (a) type of operation (such as manufacturing plant) and type of supplier; and countries or geographic areas with operations and suppliers considered at risk. | Expanded | <p>We are a professional services firm strictly regulated by professional regulatory bodies in each of the jurisdictions in which we operate, and our ongoing assessment is that we are at low risk of human rights violation and modern slavery occurring within our own business, but that there is some risk within our supply chains.</p> <p>A member of the central procurement team is responsible for the development and oversight of third-party risk management processes. Our approach is guided by the UN Guiding Principles on Business and Human Rights.</p> <p>Read our Modern Slavery Statement</p> <p>Read our Modern Slavery Policy</p> <p>Read our Human Rights Policy</p> <p>Read our Supplier Code of Conduct and Supplier Standards</p> |

| Pillar/Theme | Metrics and disclosures | Core or expanded | Information and references |
|--|---|------------------|---|
| PROSPERITY | | | |
| Employment and wealth generation | <p>Absolute number and rate of employment</p> <p>Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.</p> | Core | In FY24, Clifford Chance hired 1,267 lawyers and business professionals globally. We do not report globally on recruitment data segmented by demographic. |
| Employment and wealth generation | <p>Economic contribution</p> <ol style="list-style-type: none"> 1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organisation's global operations, ideally split out by: <ol style="list-style-type: none"> (a) Revenues (b) Operating costs (c) Employee wages and benefits (d) Payments to providers of capital (e) Payments to government (f) Community investment 2. Financial assistance received from the government: total monetary value of financial assistance received by the organisation from any government during the reporting period. | Core | In FY24, Clifford Chance recorded revenue of GBP 2.3 billion and partnership profit of GBP 856 million. For further information, read our Financial Results FY24 |
| Employment and wealth generation | <p>Financial investment contribution</p> <p>Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.</p> <p>Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.</p> | Core | In FY24, Clifford Chance's total capital expenditure was GBP 41 million. Clifford Chance's partnership agreement sets out the basis of determining the profits available to be distributed to Partners. Distribution of these profits to partners are on a discretionary basis and subject to approval by the ELG. |
| Innovation of better products and services | <p>Total R&D expenses (\$)</p> <p>Total costs related to research and development.</p> | Core | Innovation in the design, development and delivery of legal services is a core pillar of Clifford Chance's strategy. Beyond the development of new products or processes, it is integral to our knowledge and solutions delivery to clients. As such, we cannot accurately calculate the cost of our investment in R&D. |
| Community and social vitality | <p>Total tax paid</p> <p>The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes.</p> | Core | Total Tax Contribution for FY23 was GBP 911 million. |

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

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