CLIFFORD CHANCE

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES 2024

Contents

Clifford Chance is the collective name for an international legal practice comprising Clifford Chance LLP and its subsidiary entities. These entities may be branches, partnerships or separate corporate entities ("the Group").

Executive Summary

In compliance 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.

Purpose of this report

The purpose of this report is to describe the Group's governance and strategy for managing climate-related issues, the current and future profile of the risks and opportunities that climate-related issues present to the Group, and its performance in relation to its decarbonisation objectives. The Group has evaluated the material financial risk of climate change to the business, and conclusions are shown in Table 4.

The Group's approach to climate issues

The Group plays a role in advising its clients on climate-related issues and is committed to monitoring our environmental impact as part of our delivery of services to our Group and our clients.

The Group's governance and clear strategy

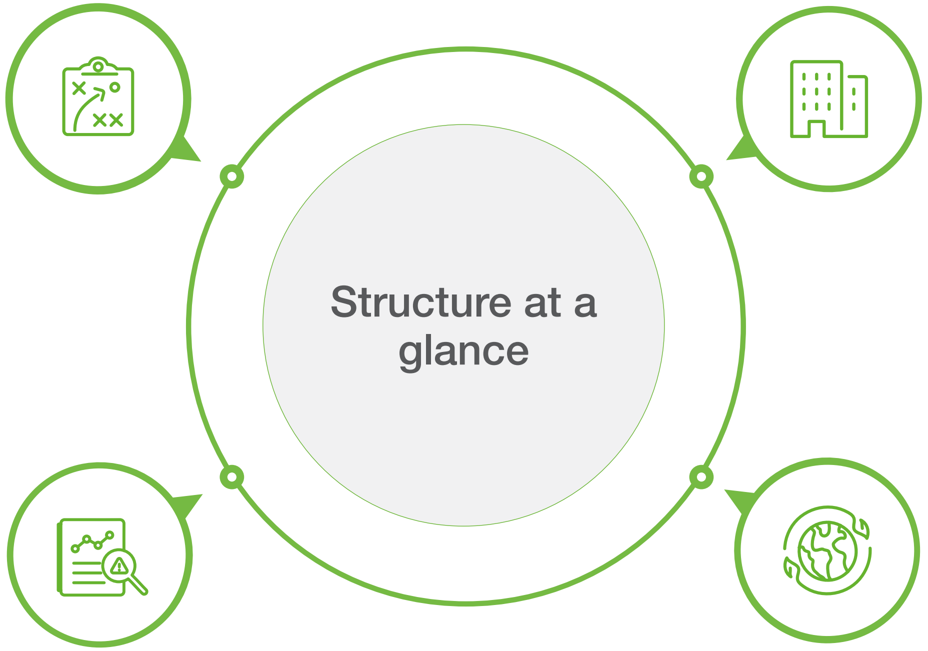
The resilience of the business model confirmed by a climate scenario analysis that the Group began during the financial year ended 30 April 2024 is not to suggest scope for complacency. The Group manages and monitors climate-related risks and opportunities, which will in turn inform the Group's strategy and increase the Group's resilience to the future physical and transitional impacts of climate change.

Executive Leadership Group

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

Audit & Risk Committee

Ensures that there is regular senior-level engagement on risk-related issues, policies and concerns, including the Group's climate-related risk management.



Responsible Business Board

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

Net Zero Delivery Group

Responsible for the Group's Net Zero strategy, including near-term science-based targets.

Governance

This disclosure describes the overall governance structure of the Group and co-ordinated approach to its environmental footprint, including decarbonising its operations and supply chain, and advising clients on climate change and the energy transition.

Governance Structure

Executive Leadership Group (ELG)

Led by the Global Managing Partner, the ELG oversees the Group's day-to-day operations, strategic direction and execution of business plans, including the Group's growth strategy and risk appetite. The ELG meets monthly, ensuring continuous oversight and strategic management.

Partnership Council

Acts as an advisory body, providing oversight and representing the interests of the Partners. The Council includes an external Non-Executive Director and meets regularly to ensure effective governance and strategic alignment.

Audit & Risk Committee (ARC)

Plays a crucial role in overseeing the Group's financial reporting process, internal controls and risk management.

The Audit & Risk Committee is tasked with ensuring that there is regular senior-level engagement on risk-related issues, policies and concerns, including the Group's climate-related risk management. The Audit & Risk Committee met six times during the financial year ended 30 April 2024 and ensures the integrity of financial and risk management processes.

Executive Risk Committee (ERC)

Supports the ELG in ensuring that the Group has the risk management infrastructure and resources, including policies and processes, for identifying, assessing, monitoring and controlling risks and managing their impact, including the physical and transition risks of climate change.

The ELG delegates certain responsibilities to the ERC and management of the Group's Risk Function to the Chief Risk and Compliance Officer, but ultimately remains responsible for the final approval of risk policy and risk management for the Group. The ERC meets nine times a year and is chaired by the Chief Risk and Compliance Officer.

Responsible Business Board (RB Board)

Proposes and drives oversight over the responsible business strategy of the Group, as approved by and under the responsibility of the ELG.

Table 1. Group governance overview as at 1 May 2024

Table 1 illustrates the Group's broader governance structure and the roles and responsibilities of various bodies in relation to managing climate risk and related Group services, policies and strategies.

Partnership Council		
Audit & Risk Committee	**Partner Review Group**	**Partner Selection Group**
Executive Leadership Group		
Group	**Description**	**Committee Co-Leads**
Clients, Markets & Products	Ensures the drive for profitable growth across all client, market, product and sector segments of the Group.	Global Partner for Clients, Markets and Products / Chief Client Officer
People & Talent	Ensures that our people, talent and diversity, equity and inclusion practices are aligned to the strategic priorities of the Group, including activities around the expansion of the Group's climate-related client services.	Global Partner for People and Talent / Chief People Officer
Operations & Business Transformation	Ensures that operations are modern, globally consistent and active towards the Group's decarbonisation targets.	Global Partner for Operations & Business Transformation / Chief Operating Officer
Commercial Discipline	Oversees the financial management of the Group, including the revenue and cost impacts of climate change.	Global Partner for Finance / Chief Financial Officer
Regional Managing Partner Forum	Responsible for the delivery and implementation of the Group's strategy in each region, including global adherence to the Group's climate change and environment policies.	
General Counsel's Office and Risk & Compliance	Develops, implements and monitors compliance with Group Policy and manages the Group's Enterprise-wide Risk Management Framework, which is responsible for identifying the Group's risks and opportunities, including around climate change.	

In addition to the General Counsel's Office and Risk & Compliance, bodies responsible for co-ordinating the Group's approach to climate-related issues include:

Global ESG Board

The Global ESG Board steers and co-ordinates activities of the teams and lawyers advising clients on ESG matters, including climate change. The Board meets regularly to share knowledge and discuss initiatives.

The Net Zero Delivery Group (NZDG)

Responsible for the Group's Net Zero strategy, including science-based targets. The NZDG takes a global approach and comprises representatives from across the Group. The chair of the NZDG is the Deputy Chair of the RB Board and leads the Environment pillar of the Group's responsible business strategy. To improve risk management practices related to climate change, the key areas of focus of the Group's NZDG, working with Risk & Compliance and other relevant stakeholders, during the financial year ended 30 April 2024 included:

- **Metrics assessing the financial impact of climate change:** Considered the appropriateness of tracking specific financial metrics, which will be a future point of focus. The tracking of the Group's revenue currently reports versus the practice, client, sectors and markets matrix.
- **Integrating climate risk into the Group's Enterprise-wide Risk Management Framework:** Ensured that climate risk is more closely integrated into the Framework, formalising how climate-related risks are embedded into existing risk management processes and documentation, and clearly defining roles and responsibilities.

- **Analysing the resilience of the business model:** Completed a Group-wide analysis of the Group's resilience to different climate change scenarios. Risks, opportunities and potential mitigating actions were derived from this forward-looking exercise, strengthening the Group's risk management practices in relation to climate change.

Global Responsible Supply Chain Team

Responsible for Clifford Chance's Global Supplier Management and Sustainable Procurement Programmes. The team is governed by a Global Procurement Policy that advises the Group's procurement of third-party goods and services and ensures that this is done in line with the Group's responsible business strategy.

Commonality of People on Boards

The same individual serves as Chair for both the RB Board and the Global ESG Board, helping to connect how the Group approaches the risks and opportunities that climate change presents.

Climate-related Review

The strategy for risks is overseen by the ELG and delegated to specific, specialist resources with responsibility for risk management and for transition. The strategy for client advisory-related opportunities is also overseen by the ELG and led by the Group's Global Clients, Markets and Products committee. Specific advisory capabilities that relate to climate change are integrated within the Group's Global Business Units, and the business strategy of those Global Business Units determines and plans for the financial performance and allocation of resources to climate-related opportunities. The Group's Global ESG Board, largely through its committees and regional Boards, performs the task of co-ordination of climate-related client services.

Executive Pay

The Group currently has no plans to link climate change-related performance and KPIs to executive pay.

Policy Development

The Group's RB Board is authorised by the ELG to keep our Environment and Climate Change policies under review and recommend changes as appropriate. The Group's policies addressing climate change risks in relation to our value chain include:

- **Environment Policy:** This policy governs our internal and external approach to reducing our environmental impact, including our compliance with environmental legislation in each country in which we work and operate and the steps we are taking to fulfil our science-based target commitment.
- **Climate Change Policy:** This policy incorporates climate change issues into our matter acceptance policies. In accordance with the goals of the Paris Agreement on limiting climate change and the Glasgow Climate Pact, as well as our support of the Sustainable Development Goals and in particular goal #13 on climate action, the Group assesses whether new matters have a material and adverse impact on the climate and considers mitigation measures. Our policy expressly recognises that the Group considers on an ongoing basis how best to promote and invest in our renewable energy, clean technology, energy transition, sustainable development, environmental and green financing practices and to engage actively in substantive dialogue with our clients and other stakeholders on this increasingly critical business issue.

Strategy

The Group's approach for climate-related issues – always in alignment with the Group's overarching governance and strategy – is to offer advice and guidance to our clients on how to address the impact of their business on the environment, at the same time recognising that our ways of working, our energy use and our purchasing decisions have an environmental impact.

The approach further comprises integrating climate-related risks and opportunities within the Group's robust Enterprise Risk Management framework.

Responsible business strategy

The responsible business strategy is steered by the RB Board, which drives oversight and reporting on responsible business matters, under the ultimate responsibility of the Group's ELG. Some of the issues that the responsible business strategy prioritises are also areas in which Clifford Chance delivers high-end legal advice to clients.

DOING BUSINESS

Prioritising ethics, professional standards and risk management to shape market practices.

COMMUNITY & PRO BONO

Supporting communities by widening access to justice, to sustainable economic opportunity, to education and to a healthy environment.

PEOPLE

Creating a safe, healthy and inclusive workplace while broadening skills and experience.

ENVIRONMENT

Contributing to a more sustainable world through net zero targets, collaborative industry initiatives and a commitment to sustainable operations.

Net Zero Programme

The focus areas for the Net Zero Programme include business emissions, travel emissions, supplier emissions and lawyer engagement to support the delivery of the Group's climate-related commitments. Amongst other things, the Group's focus on emissions reduction pre-empts regulation and global events which will decrease or even prevent the use of fossil fuels.

Table 2. Structure of the Net Zero Programme

Strategic Actions	Emissions Reduction Initiatives
• Reviewing and validating our KPIs and targets • Measuring greenhouse gas emissions • Reporting to regulatory bodies, internal teams and external stakeholders • Communication of our Net Zero actions and progress • Promoting behavioural changes	Supplier emissions • Compliance with the Global Procurement Policy • Implement Sustainable Procurement Programme • Continue supplier engagement in all regions
	Business Travel emissions • Compliance with Travel Policy • Standardise processes • Change management and behavioural change
	Building emissions **Office moves** • Real Estate Programme reducing space and moving to more modern and sustainable buildings • Optimise building choice criteria (including Net Zero principles) **Long lease buildings** • Move to green energy sources • Operational reductions in waste **All buildings** • Highest sustainability standards for fit-out of office space and furniture • Global Workplace Design guidelines, including Net Zero Principles • Explore opportunity to adopt Smart Building Technology to optimise energy consumption
Enablers: Policies and Compliance	
Tracking against science-based targets	Tracking progress of initiatives and contribution towards our KPIs and targets

Risk and Opportunities Management

As part of the Group's reporting structure, all risks are reported to the ERC on a bi-monthly basis and ultimately to the ELG on a half-yearly basis. The Audit & Risk Committee maintains oversight on the risks with reporting on a periodic basis.

The Group has monitored developments with respect to climate change risk. A review of the Group's climate-related risks and opportunities, co-ordinated by the NZDG and the Risk Team with inputs from colleagues across the Group, is shared below in Table 4.

Enterprise Risk Framework

The Group uses a robust Enterprise Risk Management (ERM) Framework ("the Framework"), which is designed to address the likelihood and impact of risks materialising across regions and business functions to articulate the most prominent risks that may affect delivery of the Group's objectives. The Framework tracks climate-related risks, which are embedded and assessed within the Framework.

Whilst climate change was initially included in the Framework, the financial year ended 30 April 2024 expanded this focus to capture the operational elements of climate change risk. The climate-related risks were identified and assessed by a Group-wide cross-functional group involving representatives from most of the Group's function and practice areas. The periodic monitoring and reporting of risks is with the NZDG. The NZDG, together with the Risk team, will reach out on a half-yearly basis to risk owners and ensure that the mitigations are on track and that the risk information remains relevant and updated based on the changes in the operating environment. The results of the periodic reviews are shared with the ERC.

The climate-related risks identified in the most recent risk register update in November 2023, as well as climate-related opportunities, were used to inform the Group's Climate Scenario Analysis, below.

Climate Scenario Analysis (CSA)

The Group worked closely with a third-party specialist in CSA using the standard methodology outlined below.

1. Scenario Selection:

The Group, in conjunction with the third-party specialist, determined three scenarios representing varying degrees of climate change, assessed for their short- (2030), medium- (2040) and long- (2050) term impacts on the Group to apply the Group's climate change risks. The scenarios used were:

Table 3. Scenario Selection

Scenario	1: Aggressive Response	2: Moderate Response	3: 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.

2. Methodology:

The CSA incorporated the three identified climate scenarios and assessed the most material risks and opportunities for the Group using the following methodology:

a. Risk & Opportunity Development

a. Reviewed the Group's existing internal risks and opportunities.

b. Developed a list of risks & opportunities for the Group related to climate change for analysis.

b. Scenario Development

a. Reviewed available scientific climate change scenarios (see selected scenarios on the previous page).

b. Developed best-fit scenarios for the Group, impacting short-, medium- and long-term time horizons.

c. Screening

a. Undertook materiality and the likelihood of impact assessment to prioritise risks.

b. Selected the most material risks and opportunities based on impact assessments.

d. Risk & Opportunity Impact Assessment

a. Undertook quantitative assessment to determine bottom-line impact on the Group.

b. Undertook qualitative assessment based on broader market trends.

e. Mitigation Development

a. Reviewed the existing Group business strategy and operations to understand if they provide mitigations.

b. Developed proposed additional mitigations to minimise impacts as required to generate risk mitigations and recommendations to maximise opportunities.

3. CSA Summary:

The Group's assessment identified the following risks and opportunities, which are now integrated within the ERM Framework and will be assessed in further detail during financial year 2025.

Definitions

a. Transition Risks

Transition risks refer to the financial and operational risks that organisations face as they shift towards a lower-carbon economy. These risks arise from changes in policies, technologies, market preferences and societal expectations aimed at mitigating climate change.

b. Physical Risks

Physical risks refer to the direct impacts that extreme weather events and long-term shifts in climate patterns have on businesses. These risks include damage to assets, infrastructure and supply chains caused by phenomena such as storms, floods, heatwaves and rising sea levels.

c. Opportunities

Opportunities refer to the potential economic and strategic advantages presented in the transition towards a lower-carbon economy. These may stem from the development and implementation of innovative technologies, access to new markets, enhanced brand reputation and increased operational efficiencies.

Table 4. Climate Scenario Analysis

Risk		Category	Impact		Financial Impact Rating*		
			Financial	Operational	2030	2040	2050
Transition	R1: Loss of clients or services related to sustainability	Market, Services	Revenue ↓		▮▮▮	▮▮▮	▮▮▮
	R2: Not meeting stakeholder's expectations	Market	Revenue ↓	Disruption ↑	▮▮▯	▮▮▯	▮▮▯
	R3: More stringent climate-related regulations	Regulation, Compliance	Cost ↑	Reputation ↓	▮▮▮	▮▮▮	▮▮▮
Physical	R4: Extreme weather impacting employees and buildings	Acute, Chronic	Cost ↑	Disruption ↑	▮▯▯	▮▯▯	▮▯▯
Transition	R5: Suppliers not resilient to climate change	Supply Chain	Revenue ↓	Disruption ↑	▮▯▯	▮▯▯	▮▮▯
Opportunities		**Category**	**Financial**	**Operations**	**2030**	**2040**	**2050**
Transition	O1: Development of climate-related advisory services across enterprises	Market, Services	Revenue ↑		▮▮▮	▮▮▮	▮▮▮
	O2: Be a leader in responsible business	Market	Reputation ↑	Investment ↑	▮▮▮	▮▮▮	▮▮▮

Table 5. *Financial Impact Rating Methodology:

The CSA applied the Group's internal risk analysis criteria to its financial year ended 30 April 2024 revenue and operating costs to determine the impact of the identified risks and opportunities. The threshold applied to each risk and opportunity can be found under the Impact – Financial column in the CSA.

Rating:	▮▯▯	▮▮▯	▮▮▮
Revenue Impact:	Low < 3%	Med 3-6%	High > 6%

Rating:	▮▯▯	▮▮▯	▮▮▮
Cost Impact:	Low < 2%	Med 2-5%	High > 5%

Note on Financial Year 2024 Revenue

The Group, including for the purpose of its CSA, estimates that the proportion of the Group's revenue in the financial year ended 30 April 2024 that pertains to climate-related legal advice passes the threshold for being of material relevance in the context of the Group's ERM Framework. During the financial year ending 30 April 2025 the Group plans to extend the CSA into a more concentrated revenue analysis, on which the Group aims to report.

Risk

The mitigations listed in the risk table (Table 6) are indicative of possible actions that the Group may take to address the identified climate-related issues. They do not constitute a comprehensive or binding plan, nor do they imply commitment or provide a timeline from the Group to implement them.

Table 6. Identified Risks

	Impact	Mitigation
Transition - Risk 1: Loss of clients or services related to sustainability	The Group risks limited revenue growth and potential loss of clients due to a lack of expertise in evolving sustainability markets, which could compromise its ability to adapt and remain competitive as client demands shift towards environmentally driven services.	• Building sustainability expertise • Diversify client base • Leverage technology
Transition - Risk 2: Not meeting stakeholders' expectations	The Group faces the risk of incurring additional costs from replacing employees who leave for more sustainable companies and may struggle to attract and retain talent if it is not perceived as a sustainable organisation, potentially leading to a loss of clients.	• Align the Group's long-term purpose • Create sustainability knowledge and competence • Engage and co-create solutions
Transition - Risk 3: Non-compliance with emerging regulations and disclosure requirements	The Group risks incurring additional costs and increased litigation risk due to non-compliance with emerging regulations and carbon tax increases, which could lead to fines, reputational damage and suspension of business activities, significantly impacting the business.	• Governance and reporting • Roadmap to Net Zero
Physical - Risk 4: Extreme weather impacting employees and buildings	The Group faces potential health risks to employees and operational disruptions due to climate change events. Additionally, the Group's buildings are at risk from extreme weather, such as hurricanes and flooding, with increased utility costs due to higher temperatures and water stress, potentially escalating operational costs and affecting the ability of employees to work effectively.	• Heat stress: office ventilation and cooling • Vector-borne diseases: employee health surveillance programmes • Indoor air quality control • Site energy and water efficiency • Employee emergency support • Integration of climate risk into procurement strategy
Transition - Risk 5: Suppliers not resilient to climate change	The Group's operations and cost structure are vulnerable to increased expenses and service disruptions from third-party providers, who may face climate-related challenges and pass these costs on to the Group, underscoring the need for a resilient and sustainable supply chain strategy.	• Incorporating sustainability into supply chain sourcing decisions and engagement strategy • Service continuity

Opportunities

The actions outlined in the optimisation column of the opportunities table (Table 7) are illustrative of potential strategies the Group might explore to capitalise on climate-related opportunities. These actions are not definitive commitments and do not establish an obligation for the Group to undertake them within a set time frame.

Table 7. Identified Opportunities

	Impact	Mitigation
Opportunity 1: Development of climate-related advisory services across enterprises	The Group stands to significantly increase its revenue by capitalising on the expanding sustainability market through a comprehensive suite of climate-related advisory services, which could position it as a leader in the legal sustainability sector and enhance its market share in an increasingly eco-conscious business environment.	• Expand expertise, capabilities and service offerings • Leverage technology and innovation • Develop educational resources on available advisory services
Opportunity 2: Be a leader in responsible business	By implementing a strong Net Zero programme and persistently cutting emissions, the Group can lower its utility operating costs and simultaneously bolster its reputation as a leader in responsible business practices.	• Energy efficiency and site-selection criteria • Continue to develop Net Zero roadmap • Engage with clients, industry bodies, NGOs and the Government for the purpose of cross-collaboration and innovation

Metrics and Targets

Climate-related risks

The review outlined above has presented new opportunities for considering the effective metrics and targets for measuring the performance of the Group's strategy for managing climate change risks. The Group will report on the progression of new / updated metrics in line with the CSA in financial year 2025.

Climate-related opportunities

The Group does not currently report the proportion of the Group's revenue that stems from advising its clients on climate-related issues.

Emissions Reduction Targets

The SBTi approved the Group's near-term science-based emissions reduction target in FY22. The Group aims to reduce the absolute greenhouse gas emissions from our financial year 2020 baseline by 80% for Scope 1 and 2 and 47% for Scope 3 by financial year 2030. The Group has also committed to reaching net-zero emissions by 2050.

EcoVadis support and validation of the Group's transition efforts

Clifford Chance partnered with EcoVadis in 2020 to help monitor the sustainability performance of the Group and its suppliers against a globally recognised methodology aligned to the UN Global Compact, International Labour Organisation, Global Reporting Initiative and ISO26000. EcoVadis provides support through a framework to validate the practical steps that the Group is taking year-on-year and also across medium- and further-term horizons to and beyond 2030 to achieve its carbon emissions targets and objectives, which are detailed below in the metrics sections of this disclosure.

FY30 Targets*

80%
Scope 1&2
emissions reduction

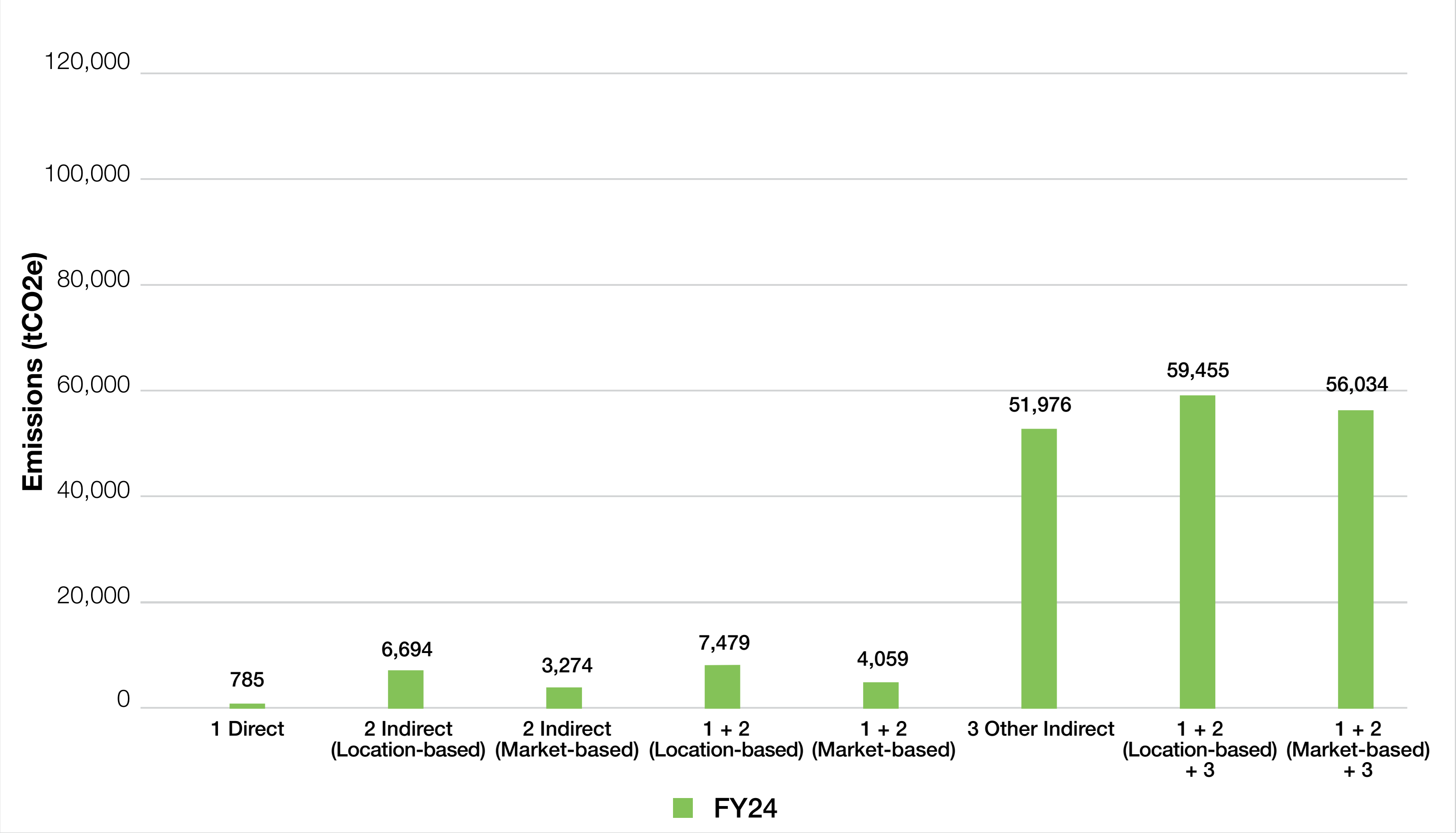
47%
Scope 3
emissions reduction

*Our near-term targets have been validated by the SBTi from our FY20 baseline

A review of the Group's greenhouse gas emissions during FY24

The Group introduced a new methodology to inform our emissions reporting during the financial year ended 30 April 2024 and in FY25 plans to review and recalculate our baseline emissions. The Group intends to report these emissions in our FY25 TCFD report. Therefore, the Group's emissions are not currently directly comparable to previous reporting years.

Category	Emissions (tCO2e) FY24
1 Direct Emissions	785
2 Indirect Emissions (Location-based)	6,694
2 Indirect Emissions (Market-based)	3,274
1 + 2 (Location-based)	7,479
1 + 2 (Market-based)	4,059
3 Other Indirect Emissions	51,976
1 + 2 (Location-based) + 3	59,455
1 + 2 (Market-based) + 3	56,034



Purchased goods and services

To support us to achieve our near- and long-term environmental goals, we seek to continue to expand the reach of the Sustainable Procurement Programme to better identify ESG risks associated with our suppliers and to obtain more accurate baseline emissions data directly from them, moving from estimations (derived from supplier spend) to more accurate 'actual' emissions data. To support effective decarbonisation of our supply chain, we seek to expand our engagement with our suppliers, inclusive of the development of carbon maturity assessments. This will aid in supporting suppliers to take positive steps towards measuring their carbon reduction and setting science-based targets (including providing metrics through EcoVadis).

We are committed to ensuring that our top 50 suppliers set 1.5-degree aligned targets and achieve a 50% reduction by financial year 2030, prioritising accurate data capture and minimising reputational risks. The Group plans to engage the following 50 suppliers with next-highest emissions (following the original 50) and seek to reduce their emissions by 30% by financial year 2030. More information on our supply chain can be found in the Group's Sustainable Procurement Programme Report found in the Supplier Management section of the Group's policies on our web page.

Targets*

50%

emissions reduction by FY30
(for our top 50 suppliers)

30%

emissions reduction by FY30
(for our next 50 suppliers)

*From our FY20 base year

Business Travel

The Group has established a comprehensive Global Travel Policy. In addition to outlining the Group's rules and process of business travel, the policy encourages employees to consider alternatives to travel, such as using audio and video conferencing solutions provided by the Group, and to evaluate the necessity of travel before booking. Rail travel is promoted as a preferred option when it is suitable and cost-effective compared to flights. The booking system being rolled out by the Group enhances sustainable travel by displaying carbon emissions per trip, encouraging employees to make climate-friendly travel choices and supporting the Group's Net Zero commitments. The booking system is currently only active at the Group's UK offices, but will be rolled out to 82% of the Group's offices in FY25, with further expansion under consideration.

Table 9. RB Board and ELG-approved environment-related targets for FY24

The targets shown in the table below were approved by the RB Board and the ELG in financial year 2023 and included in the 2023 Responsible Business Report. Data evaluating progress towards these targets during the financial year ended 30 April 2024 is being reviewed by external assurance providers and will be disclosed in the 2024 Responsible Business Report, found on the Group's Reports, data & insights web page, and is expected to be released in July 2024.

Target	Key Performance Indicator
To continue to take action to reduce our environmental impact	
To reduce the Group's absolute GHG emissions from our FY20 baseline in order to achieve our near-term targets (80% reduction for scope 1 and 2 and 47% reduction for scope 3) by 2030: Scope 1 & 2 emissions reduced by 7.3% (year-on-year average) / Scope 3 emissions reduced by 4.2% (year-on-year average)	• Near-term 2030 science-based target implementation plan created and communicated across the Group • Science-based targets reviewed to ensure all relevant emission sources are being measured
To design and deliver a 'Responsible Travel' campaign to support emissions reduction and achievement of our near-term targets	• Percentage of colleagues engaged through the campaign • Business travel emissions intensity (tCO_2e/FTE) • Distance travelled (million Km)
To reduce our waste by 10% per FTE year-on-year from an FY20 base year	• 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
To reduce our water consumption by 5% per FTE year-on-year from an FY20 base year	• Percentage of water consumed per FTE and per region
To reduce our energy consumption	• Energy Consumption – million kWh • Percentage of electricity from renewable sources • Percentage of energy from renewable sources (including electricity purchased under renewable tariffs)

Target	Key Performance Indicator
To raise awareness of our environment policy, encouraging active engagement and participation from colleagues to support the protection of the environment	• Percentage of colleagues engaged and/or trained • No. of campaigns • Interaction (internal / external), e.g.: – Number of global news stories – Total number of policy views – Number of likes – Number of comments – Highest click rate (%)
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 SBT and will all achieve a 50% reduction by 2030	• 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 Science Based Targets Initiative • Percentage of key suppliers that have acknowledged our Supplier Code • Number of suppliers engaged (global) • Total emissions generated in tCO2e
To continue to develop our environmental and climate change / energy transition services	• Percentage of Group revenue earned from relevant services
To work collaboratively with clients to reduce our direct and indirect impact on the environment	• Percentage and number of client events or roundtables

Target	Key Performance Indicator
Support the delivery of the Group's environmental policy	• 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
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	• Successful generation of report analysing benefits to colleagues of involvement in environmental pro bono work
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	• Number of forums
To review the Group's methodology for assessing climate change-related risks and opportunities and their integration into the Group's Enterprise Risk Management Framework	• Percentage implementation of any changes agreed
To review whether to employ any additional metrics tracking the financial impact of climate change-related risks and opportunities	• Percentage implementation of processes to produce any additional metrics
To review the resilience of the business model; while our qualitative assessment is that the Group's business model is resilient to climate change	• Percentage implementation of any steps agreed to be taken to improve resilience

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