

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

# INCLUSION

Our FY23 progress

This document is an extract from our Responsible Business Report 2023. It includes case study examples of our progress towards our global Inclusion Strategy, objectives and KPIs, and FY23 Global Inclusion Reporting Data.

To view the full Responsible Business Report 2023 and further information about our approach to inclusion, please visit our website [www.cliffordchance.com/inclusion](http://www.cliffordchance.com/inclusion)



# Inclusion

**At Clifford Chance we see inclusion to be both a core value and key to our business success. We see our diversity as a key strength to how we work and succeed. We aim to deliver the equitable career opportunities and experiences our people deserve. We believe diverse teams working in an inclusive culture are good for our people, our clients and the success of our firm.**

“We know that for us to deliver on our inclusion goals we need to embed inclusion, diversity and equity into every aspect of our business – the structure of our firm, our practices and policies – and make inclusion central to every decision,” says

Tiernan Brady, Global Director of Inclusion. “Inclusion allows our teams to draw on a diversity of thought and experience to provide the best and most innovative solutions for our clients. Inclusion is therefore intrinsic to how we operate as a firm and is a business imperative.

“Inclusion, Diversity and Equity are also increasingly issues of regulatory and legal importance. As you will see in this section, these changes include regulations on board diversity and legislation on data collection and privacy. Effective inclusion strategies will need to draw on legal and strategic expertise, and we continue to grow our ability to be a resource for our clients to help them develop and deliver their strategies.”

Our Inclusion FY23 KPIs on [page 9](#) highlight our progress, while external recognition

during FY23 included: Gold status on Stonewall’s global workplace equality index and being named by Stonewall as the UK’s top LGBTQ+ employer; being the highest rated professional services firm in Europe in the FT diversity list, and being ranked the number one law firm for diversity by The Vault survey in the US.

“We are delighted with our external accolades. They are a great reflection of the commitment of our people. Nonetheless, the firm also must demonstrate success in our inclusion data,” adds Tiernan.

Our Global Inclusion Reporting Data FY23 ([page 13](#)) shows strong progress in some of our inclusion objectives. At Executive Leadership Group, Executive Director and Director levels of the firm we have met our gender inclusion targets of at least



People in Law Awards 2022 (centre left to right): Emily Hier, Louise Zabbar and Ashika Patel receiving the award for Best Internal Engagement Campaign on behalf of Enable, our firm’s affinity group for disability

40% women and 40% men, and we have exceeded our targets on ethnic minority partner promotions.

However, the rate at which we make up women partners needs to significantly accelerate if we are to achieve our gender inclusion goals. This will require a renewed

vigour and focus across every practice area and office on how best to evolve our recruitment and promotion practices to deliver on our inclusion goals. A lot has been done and that must be celebrated, but there is more to do.

## Progress highlights

**Number 1 for diversity in professional services:** Financial Times and Statista Diversity Leaders List 2023

**Number 1 LGBTQ+ employer:** UK Stonewall Workplace Equality Index 2023

**Stonewall Gold Status:** Global Stonewall Diversity Champions Equality Workplace Index

**Faith Initiative of the Year:** Women & Diversity in Law Awards 2023, for our Ramadan 2022 engagement initiative

**Top 10 ranked for D&I, US Vault Survey 2023:** Top 10 Best Law Firm for Racial & Ethnic Diversity; for Disability, and for LGBTQ+

**Triple winner, People in Law Awards 2022:** Enable – our firm’s affinity group for disability – won Best Internal Engagement Campaign, for My Lived Experience, a global campaign about living with, working with and experiencing disability. The firm also won Best Global HR Initiative and Most Innovative People Initiative for our Global Virtual Internships and pioneering LIFT programme



## Embracing Inclusion

### The rule of law and boardroom diversity

Business the world over is placing gender diversity higher up the agenda. It is an increasing demand from all stakeholders, from employees to customers – and is just good business; diverse boards are proven to be more innovative and profitable, and yet female board representation remains stubbornly low.

Across the globe, from Singapore to Washington, DC, and from Brussels to Tokyo, D&I is also increasingly a regulatory and legal issue requiring clear, high-quality advice. This places law firms in the pivotal position of enablers of change and advisers to clients on how best to navigate the regulatory patchwork, as Floris van de Bult, Partner and Co-head of our Global Employment practice area, explains:

“The EU Women on Boards Directive has been in draft for around 10 years, and this is just one piece of legislation that has focused corporate attention on leadership diversity, which is a topic we have been helping clients with for many years. The Directive will give it a further push. The scope of the Directive is all publicly listed entities in the EU, and over time we expect it to have an even wider impact.”

### Global Board Diversity Tracker

One example of the products we have developed to help clients around the world to address board-level diversity and inclusion regulations is the Clifford Chance Global Board Diversity Tracker. The Tracker provides an introduction for clients and snapshots of the legal, compliance and reporting requirements in each jurisdiction. It also details the consequences of non-compliance, be they financial, reputational or both.

We first launched the Tracker in October 2022 – and then announced an upgrade in March 2023, coinciding with our International Women’s Day campaign. Our global employment team maintains and updates the Tracker, which acts as a guide to the core legal requirements for diversity and inclusion ratios in a broad range of jurisdictions.

We are also working with clients on the strategy for implementing, monitoring and ultimately achieving inclusion and diversity-related targets, by combining our legal skills with the experience and capabilities of our in-house inclusion specialists (see also our partnering with the GCD&I initiative story on [page 8](#) for more about the importance of data integrity in tracking D&I metrics).

“

Our global inclusion team has played a valuable role in advising clients on inclusion and diversity strategies.

”

Floris van de Bult  
Co-head of Global Employment



## Networking and knowledge-sharing globally

Across our firm, we bring clients and peers together to highlight gender-focused regulatory changes and issues. Examples include:

**Americas** – running accredited learning sessions for a range of clients in Washington, DC, looking at how to deliver internal sustainable culture change and meet the demands of an ever-changing legal landscape (November 2022)

**Asia Pacific** – a client-facing event with the Singapore Institute of Directors on ‘Demystifying the Path to the Boardroom’ to explore barriers to boardroom representation and the strategies to break them down.

**Europe** – linking up with Airbus, the European Commission and PWN (Professional Women’s Network) Global to raise awareness of the new European Commission proposals on Gender Balance on Corporate Boards and Targets for Equal Representation across Europe (available on our website) as part of our European Perspectives: ESG series (March 2023)

Janice Goh, Partner, Cavenagh Law LLP, Singapore was one of the panellists on the ‘Demystifying the Path to the Boardroom’ event and is a member of Accelerate>>>, Clifford Chance’s gender parity affinity group. (Clifford Chance Asia is a formal law alliance in Singapore between Clifford Chance Pte Ltd and Cavenagh Law LLP.)

“It’s fair to say Singapore is lagging behind some jurisdictions in this area,” says Janice, “but what we’re trying to do is set an example and raise awareness. That said, it’s also an area where many of our clients are setting targets, so we are sharing our experiences with them.

“There was a lot of interest during the event from clients who valued hearing about struggles women have faced, and the biases they have experienced. They also expressed interest in our experience at Clifford Chance, asking about our diversity targets and how ambitious these are.

“In many Asian countries, requirements are currently very much disclosure-based and limited to listed companies,” adds Janice.

“While they need to document inclusion goals and detail their progress towards them in their annual reports, there are no strict legal requirements to have diversity frameworks in place. These are the kind of insights that the Tracker (mentioned above) covers on a jurisdiction-by-jurisdiction basis and to which the team in Singapore contributes.”

## Looking ourselves in the mirror on D&I

“When we advise clients about building diversity into their environments and navigating the changing laws, we draw on our own experience,” says Amy Bird, Senior Associate – Employment and former Co-Chair of our Accelerate>>> in the UK. “We and our clients are on a shared journey towards greater inclusion and matching our clients’ efforts by ‘walking the talk’ is and always has been important to us.”



Janice Goh  
Partner, Cavenagh Law



Amy Bird  
Senior Associate

## Raising awareness through storytelling: our Enable affinity group

Our Enable network seeks to create the right culture and environment for colleagues with a disability (visible or non-visible, including mental health), long-term injury or condition to succeed and ensure they have the equality of opportunity and experience. The network creates opportunities for colleagues to celebrate diversity and discuss inclusion topics, as exemplified by our People in Law 2022 award-winning Enable: My Lived Experience series.

The series features people across Clifford Chance talking about their experiences of visible and non-visible disabilities and what it means for them in their day-to-day role at the firm. Changing perceptions and educating people about how our working needs may vary and raising awareness through storytelling is central to its strategy. Dana Meijler, Senior Best Delivery Advisor and the Enable champion in our Amsterdam office, has been involved from the beginning, and volunteered to share her experience of living with her autistic daughter.

“

My Lived Experience is one of the many things the firm does that shows this is a priority for us and that we are trying to create a more inclusive working environment for people.

”

Dana Meijler  
Senior Best Delivery Advisor  
Amsterdam



“Enable: My Lived Experience is one of the many things the firm does that shows this is a priority for us and that we are trying to create a more inclusive working environment for people” says Dana. “That’s great not only for current colleagues but also for prospective employees, who can see this is a place where they are able to be themselves and can succeed. It’s something clients increasingly want to see from their service providers too.”



Amsterdam Rainbow Dress, 2016, Arnout van Krimpen, Matthijs van Bergen, Oeri van Woezik, Jochem Kaan, which formed of centrepiece of Pride Art 2022 – Amsterdam. The 16<sup>th</sup> Clifford Chance Pride Art, under the theme of community, provided an opportunity to come together and harness the power of inclusion in support of our LGBT+ and allies communities around the world.

## Supporting the General Counsel for Diversity & Inclusion (GCD&I)

**GCD&I draws together leading General Counsel to promote inclusion and diversity. With more than 130 signatories from across the business spectrum, GCD&I has developed a series of consistent metrics designed to measure and report on diversity. The next steps include driving their adoption, thereby enabling in-house and law firm legal teams to be more representative.**

“We recognised in-house teams have a role to play in driving D&I in the legal profession, whether that’s through how they address it within their own teams or how they instruct and engage law firms,” says GCD&I consultant Mary Mullally. “When we looked into how we could do this on a practical level, what also became clear was we needed a more uniform way of requesting D&I data from law firms.”

GCD&I has helped to establish common ground with our clients and peers on which are the right metrics to track, representing efficiencies versus bespoke approaches

and data-gathering exercises that can and do vary from one client and one context to the next. As a responsible business and client-centric firm, we have embraced how GCD&I has helped improve internal awareness of why inclusion is so vital to our clients and the specific data points around diversity that clients value.

Provided it’s used in an informed way, data is a vital enabler of comparison, as Donny Ching (now former) Chair of GCD&I and (now former) Legal Director, Royal Dutch Shell, explains: “We use many law firms, so a consistent set of data we can use to compare them gives us a transparent view of how they are making progress. But the data is only one part of the equation. What we really want to achieve is that firms use the data to drive the right conversations and engagements and to drive improvements. Our approach is about assessing where things are now, what needs to be improved, what actions need to be taken and how we can help.”

Tiernan Brady, the firm’s Global Director of Inclusion and a member of the working group that designed the metrics, adds: “The GCD&I forum is a brilliant initiative that brings together law firms and our clients to advance diversity and inclusion across the profession. We have been active supporters of the group from its inception. The metrics allow us to work together to decide what questions we should be asking each other if we are to really drive change and to develop truly collaborative bilateral relationships with clients. It has also allowed us to develop more efficient practices and stronger principles around sharing data whilst respecting the privacy of our people.”

The GCD&I initiative is not just about measuring the data; it involves discussion, review and analysis of the data to assess whether progress is being made and, if not, trying to understand why. Ultimately, it’s about helping the entire profession become more diverse and inclusive.



Jeroen Ouwehand, Chair (and former Global Senior Partner), Responsible Business Board, Mary Mullally, Consultant, GCD&I, and Tiernan Brady, Global Director of Inclusion

# Inclusion Objectives and KPIs

## FY23

● Good progress / Complete    ● In progress    ● Not progressed

#	Objective / FY23 KPI	Notes on progress	Status
<b>1.</b>	<b>Engaging and activating the global firm population as advocates for inclusion</b>		
1.1	Develop global and regional inclusion campaigns that allow all people to engage in the inclusion project and raise awareness	A campaign calendar has been developed and implemented for all offices including global campaigns. The calendar reflects global, regional and local perspectives.	●
1.2	Continue the roll out of Code of Conduct training globally and design and deliver follow up campaigns to further embed the Code	Continue to embed the Code. Developed and launched global Speak Up e-learning and in-person training. Developed office, practice areas and business professional inclusion plans to help areas of the firm meet our global goals	●
1.3	Work with relevant internal stakeholders to embed inclusive practices and deliver inclusive facilities in all building upgrades and new buildings	Inclusion incorporated in the firm's Global Workspace Guidelines. Design and delivery of targeted and tailored e-learning	●
<b>2.</b>	<b>Work with external stakeholders to deliver inclusion</b>		
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	Clifford Chance is part of the General Counsel Diversity and Inclusion Forum task force which created the metrics pack and supported its launch	●
2.2	Develop effective inclusion guidelines and support with our suppliers	We developed our supplier diversity programme approach and strategy	●

#	Objective / FY23 KPI	Notes on progress	Status
2.3	Collaborate with clients on raising awareness of and support for inclusion in the workplace	Developed an extensive inclusive development and advice programme combining legal and strategic change perspectives for our clients. These include Continuous Learning Education programmes, leadership capacity sessions, thematic advice sessions on LGBT+, pronouns, and affinity network development	●
2.4	Develop and sustain strategic collaborative arrangements with inclusion NGOs	Continued work with the community Outreach and Pro Bono teams to support a wide range of NGOs globally covering the various aspects of inclusion	●
<b>3.</b>	<b>Improve the gender balance in our partnership</b>		
3.1	Implement gender targets strategy and publicly report on progress towards the global and regional gender targets	Progress being made but the pace of progress needs to accelerate	●
3.2	Establish more Accelerate>>> affinity groups across our offices, increase regional connectivity and build regional Accelerate>>> structures	Accelerate>>> continues to grow in number of groups, level of activity, and breadth of engagement within the firm and with external stakeholders	●
<b>4.</b>	<b>Improve LGBT+ inclusion in our firm</b>		

● Good progress / Complete    ● In progress    ● Not progressed

#	Objective / FY23 KPI	Notes on progress	Status
4.1	Implement LGBT+ inclusion targets strategy and publicly report on progress towards the global and regional inclusion targets	Global reporting process being explored	●
4.2	Establish more Arcus affinity groups across our offices, increase regional connectivity and build regional and intra regional Arcus structures	Arcus continues to grow in number of groups, level of activity engagement within the firm and external stakeholders – including global and regional external recognition (Stonewall etc.)	●
4.3	Develop LGBT+ roadmap for all offices to deliver LGBT+ inclusive workplaces and practices	Roadmaps developed and implementation to be rolled out	●
<b>5. Improve the ethnic diversity of our firm</b>			
5.1	Implement ethnicity inclusion targets strategy and publicly report on progress of the regional targets	Ethnicity targets have been met and exceeded for this year	●
5.2	Establish more REACH affinity groups across our offices, increase regional connectivity and build regional REACH structures	REACH continues to grow in number of groups, level of activity, and breadth of engagement within the firm and with external stakeholders	●
<b>6. Improve inclusion of disability within our firm</b>			
6.1	Establish more disability affinity groups around our global firm to better understand our colleagues' experiences and to progress towards the commitments we have made as part of Valuable 500	Enable continues to grow in number of groups, level of activity, and breadth of engagement within the firm and with external stakeholders	●

#	Objective / FY23 KPI	Notes on progress	Status
<b>7. Develop programmes that improve inclusion for all in the firm and wider dimensions of diversity</b>			
7.1	Continue to develop and support our faith networks, family networks, veterans networks and others	Networks and groups continue to develop platforms for internal and external engagement – and celebrate days of importance regionally and globally	●
7.2	Develop range of interventions and potential study groups / affinity networks on social mobility	The first Social Mobility group launched in London	●
<b>8. Increase the alignment of our learning and development programmes with our inclusion strategy</b>			
8.1	Develop and deliver a suite of inclusion sessions and training that align with regions, career stages, and teams	Extensive programme delivering inclusion capacity-building sessions targeted and tailored to the needs of the specific group including trainees, appraisal teams, new partners, partner assessors, and practice areas  Thematic sessions including on ethnicity, gender, LGBT+, disability, pronouns and others	●

## Objectives and KPIs

### Future Focus for FY24

Objective	KPI
1. Engaging and activating the global firm 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
	1.2 Align inclusion training and campaigns with the Code of Conduct principle “Be Inclusive”, as part of the continuing embedding of the Code and the ongoing Code workshops
	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
	1.4 Expand our Bubbles network-building programme for underrepresented population groups
	1.5 Work with internal stakeholders to embed inclusive practices and deliver inclusive facilities in all building upgrades and new buildings
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)
	2.2 Develop effective inclusion guidelines and support with our suppliers
	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
	2.4 Develop and sustain strategic collaborative arrangements with inclusion NGOs

Objective	KPI
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
	3.2 Establish more Accelerate>>> affinity groups across our offices, increase regional connectivity and build regional Accelerate>>> structures
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
	4.2 Establish more Arcus affinity groups across our offices, increase regional connectivity and build regional and intra regional Arcus structures
	4.3 Develop LGBT+ roadmap for all offices to deliver LGBT+ inclusive workplaces and practices
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
	5.2 Establish more REACH affinity groups across our offices, increase regional connectivity and build regional REACH structures
6. Improve inclusion of disability within our firm	6.1 Establish more disability affinity groups around our global firm to understand better our colleagues' experiences and to progress towards the commitments we have made as part of Valuable 500
	6.2 Increase self-declaration levels on disability
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
	7.2 Develop range of interventions and study groups/affinity networks on social mobility
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



Dauwood Malik, Managing Partner, Hong Kong, Charles Adams, Global Managing Partner and Connie Heng, Regional Managing Partner, Asia Pacific attend Clifford Chance Hong Kong Lunar New Year celebrations (Feb 2023)

## Annex 1: Global Inclusion Reporting Data FY23

**At Clifford Chance, we see inclusion to be both a core value and key to our business success. We see our diversity as a key strength to how we work and succeed. We aim to deliver the equitable career opportunities and experiences our people deserve. We believe diverse teams working in an inclusive culture are good for our people, our clients and the success of our firm.**

We have developed a strategy of Change the Rules, Change the Culture, Change the Lived Experience in recognition of the three key areas of focus that we believe are required if we are to deliver on greater inclusion. Inclusion is more than a set of rules; it is a major social change in how we approach our lives and work. In addition, we have developed a framework called The Permanent Campaign.

In 2020 we launched our ambitious regional and global inclusion targets with targets focussed on gender, ethnicity and LGBT+ status. They include partner and senior associate promotions, executive leadership and business professional management diversity.

The targets were created to deliver the equitable career opportunities and experiences that our people deserve, and will help deliver more successful outcomes for our firm. We aim to identify and remove the artificial barriers that interfere with our desire to make meritocratic decisions across the firm.

We are committed to reporting on our progress towards our inclusion targets as we believe transparency is a critical part of delivering focus and progress.

This year we have seen strong progress in some of our inclusion objectives. At 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 we have exceeded our targets on ethnic minority partner promotions.

However, the rate at which we make up women partners needs to significantly accelerate if we are to achieve our gender inclusion goals. This will require a renewed vigour and focus across every practice area and office on how best to evolve our recruitment and promotion practices to deliver on our inclusion goals. A lot has been done and that must be celebrated, but there is more to do.



### Our Inclusion Strategy

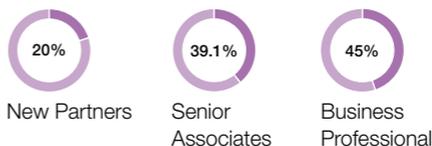
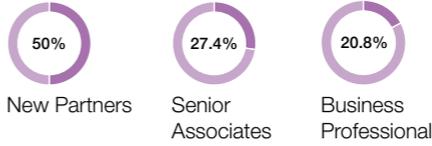
To help deliver on our inclusion strategy, **Change the Rules, Change the Culture, Change the Lived Experience**, the firm has developed a wide range of **tailored and targeted initiatives supported and informed by data**. In this document we set out key data points, in addition to our historic gender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



### Our Inclusion Targets

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

Target	Progress FY23	Commentary
<b>SENIOR LEADERSHIP</b>		
<b>Global Management target</b> Global Leadership committees to be at least 40% women and 40% men	<b>46.2%</b> of the members of the Executive Leadership Group are women <b>53.8%</b> of the members of the Executive Leadership Group are men	There has been significant progress in the gender balance of our Executive Leadership Group and as a result we have reached our target
<b>Senior Business Advisory Group to the ELG</b> Global Leadership to be at least 40% women and 40% men	<b>42.9%</b> female membership <b>57.1%</b> male membership (a new committee)	On target
<b>Executive Directors</b> Target to be at least 40% women and 40% men	<b>45.4%</b> female executive directors <b>54.6%</b> male executive directors	On target
<b>Directors</b> Target to be at least 40% women and 40% men	<b>53.8%</b> female directors <b>46.2%</b> male directors	On target
<b>GENDER</b>		
<b>Global target</b> At least 40% female and at least 40% male global partners in the firm by 2030	<b>23.9%</b> female partners, up by 0.5% <b>76.1%</b> male partners, down by 0.5%	There has been an increase in the overall number and percentage of women partners but the rate of change needs to accelerate to meet our inclusion goals
<b>APAC target</b> Increase the proportion of female partners by 25% by 2025 (achieving 35.1% female partners) and by 60% by 2030 (achieving 45% female partners)	<b>33%</b> female partners, up 2.6% from 30.4%	Good rate of increase which if sustained will see the region meet its targets
<b>Middle East target</b> attain 12.5% female partners by 2025 and 25% by 2030	<b>7.1%</b> , up by 1.8 from 5.3%	There is no numerical change in women partners this year in the Middle East
<b>Americas target</b> Increase the proportion of female partners by 35% by 2025 (achieving 23.8% female partners) and 100% by 2030 (achieving 35.2% female partners)	<b>22.6%</b> , remains same as before	After several years of increasing at a rate that will meet our inclusion targets this year has seen no movement. This is related to lateral hiring which has removed the positive impact of our internal promotions.

Target	Progress FY23	Commentary
<b>Continental Europe target</b> Increase the proportion of female partners by 35% by 2025 (achieving 20.8% female partners) and 100% by 2030 (achieving 30.8% female partners)	<b>18.8%</b> female partners, up by 0.9% from 17.9%	Continental Europe has increased the overall number and percentage of women partners, but the rate of change needs to accelerate to meet our inclusion targets
<b>UK target</b> Increase the proportion of female partners by 25% by 2025 (achieving 30% female partners) and by 60% by 2030 (achieving 41% female partners)	<b>28.9%</b> female partners, up 0.4% from 28.5%	An increase in the rate of women promotions to partner is required to meet our goals.
<b>LGBT+</b>		
<b>UK partner target of 5% by 2025</b>	 3.8%	3.82% partners identified as LGBT+ in the UK, falling slightly from 5.1%
<b>Global partner target of 3% by 2025</b>	 96.2% non-LGBT+	The UK has fallen back on its LGBT+ target. At a global level, the firm is exploring how best to capture LGBT+ data across all regions where there are legal and cultural barriers
<b>ETHNICITY</b>		
<b>Americas &amp; UK Targets*</b> 15% of new partners by 2025	Percentage of identified represented by ethnic minority	For the third 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
30% senior associates and business professionals (manager and above) by 2025	<p>US:</p>  <p>UK:</p> 	Overall, we have significantly exceeded the targets of 15% of all new partners with a figure of 38.8%
		The Americas continues to meet all its other targets and the UK continues to increase its Senior Associates figure towards the 30% goal
		The UK Business Professionals figure needs to accelerate its rate of change

## Gender

All Regions							
	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>All Partners</b>							
Females	151	140	125	123	116	104	105
Males	480	459	455	473	470	472	472
% Female	23.9%	23.4%	21.6%	20.6%	19.8%	18.1%	18.2%
% Male	76.1%	76.6%	78.4%	79.4%	80.2%	81.9%	81.8%
<b>Equity Partners</b>							
% Female	20.6%	19.4%	18.2%	17.1%	17.0%	15.9%	14.9%
% Male	79.4%	80.6%	81.8%	82.9%	83.0%	84.1%	85.1%
<b>Non-Equity Partners</b>							
% Female	31.3%	32.1%	28.8%	28.5%	26.1%	23.1%	25.7%
% Male	68.7%	67.9%	71.2%	71.5%	73.9%	76.9%	74.3%
<b>Lawyers</b>							
Females	1305	1399	1308	1294	1254	1119	1177
Males	1196	1241	1196	1265	1294	1231	1250
% Female	52.2%	53.0%	52.2%	50.6%	49.2%	47.6%	48.5%
% Male	47.8%	47.0%	47.8%	49.4%	50.8%	52.4%	51.5%
<b>Business Professionals</b>							
Females	2248	2352	2381	2468	2638	2241	2115
Males	1222	1217	1189	1188	1606	1097	1027
% Female	64.8%	65.9%	66.7%	67.5%	62.2%	67.1%	67.3%
% Male	35.2%	34.1%	33.3%	32.5%	37.8%	32.9%	32.7%

Americas							
	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Partners</b>							
Females	21	19	18	15	12	9	9
Males	72	65	64	69	63	63	65
% Female	22.6%	22.6%	22.0%	17.9%	16.0%	12.5%	12.2%
<b>Lawyers</b>							
Females	140	131	111	106	96	80	87
Males	115	110	103	121	116	116	108
% Female	54.9%	54.4%	51.9%	46.7%	45.3%	40.8%	44.6%
<b>Business Professionals</b>							
Females	147	149	151	163	210	154	148
Males	84	83	77	84	154	93	90
% Female	63.6%	64.2%	66.2%	66.0%	57.7%	62.3%	62.2%
<b>India</b>							
	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Business Professionals</b>							
Females	295	304	264	208	176	147	128
Males	480	462	401	366	354	294	281
% Female	38.1%	39.7%	39.7%	36.2%	33.2%	33.3%	31.3%

## Asia Pacific

	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Partners</b>							
Females	31	28	25	27	29	26	30
Males	63	64	60	69	68	67	66
% Female	33%	30.4%	29.4%	28.1%	29.9%	28.0%	31.3%
<b>Lawyers</b>							
Females	232	236	222	219	233	221	234
Males	207	194	188	200	203	207	209
% Female	52.8%	54.9%	54.1%	52.3%	53.4%	51.6%	52.8%
<b>Business Professionals</b>							
Females	353	372	362	386	437	397	374
Males	85	83	93	85	130	87	80
% Female	80.6%	81.8%	79.6%	82.0%	77.1%	82.0%	82.4%

## Continental Europe

	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Partners</b>							
Females	43	39	36	33	31	30	29
Males	186	179	175	181	187	184	181
% Female	18.8%	17.9%	17.1%	15.4%	14.2%	14.0%	13.8%
<b>Lawyers</b>							
Females	561	526	515	522	487	435	442
Males	527	531	509	539	558	520	535
% Female	51.6%	49.8%	50.3%	49.2%	46.6%	45.5%	45.2%
<b>Business Professionals</b>							
Females	786	778	844	902	897	806	811
Males	243	249	266	276	296	242	252
% Female	76.4%	75.8%	76.0%	76.6%	75.2%	76.9%	76.3%

## Middle East

	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Partners</b>							
Females	2	1	1	1	1	1	1
Males	26	18	16	17	18	18	17
% Female	7.1%	5.3%	5.9%	5.6%	5.3%	5.3%	5.6%
<b>Lawyers</b>							
Females	50	38	25	27	28	25	26
Males	72	43	40	38	48	48	45
% Female	41%	46.9%	38.5%	41.5%	36.8%	34.2%	36.6%
<b>Business Professionals</b>							
Females	39	33	35	35	32	33	33
Males	39	14	14	15	20	14	15
% Female	50%	70.2%	71.4%	70.0%	61.5%	70.2%	68.8%

## London &amp; Newcastle

	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Partners</b>							
Females	54	53	45	47	43	38	36
Males	133	133	140	137	134	140	143
% Female	28.9%	28.5%	24.3%	25.5%	24.3%	21.3%	20.1%
<b>Lawyers</b>							
Females	480	468	435	420	410	358	388
Males	382	363	356	367	369	340	353
% Female	55.7%	56.3%	55.0%	53.4%	52.6%	51.3%	52.4%
<b>Business Professionals</b>							
Females	736	716	725	774	886	666	621
Males	331	326	338	362	652	351	309
% Female	69%	68.7%	68.2%	68.1%	57.6%	65.5%	66.8%

# Ethnicity

New York & Washington, DC							
	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Partners</b>							
Ethnic Minority	10	7	8	7	3	5	5
Non-Ethnic Minority	73	65	64	66	50	61	61
Not Identified	7	9	9	10	22	5	7
<b>Total</b>	<b>90</b>	<b>81</b>	<b>81</b>	<b>83</b>	<b>75</b>	<b>71</b>	<b>73</b>
% identified represented by ethnic minority	12.0%	9.7%	11.1%	9.6%	5.7%	7.0%	7.6%
<b>Lawyers</b>							
Ethnic Minority	96	81	75	76	17	65	59
Non-Ethnic Minority	130	118	110	126	38	120	120
Not Identified	21	36	20	15	154	5	7
<b>Total</b>	<b>247</b>	<b>235</b>	<b>205</b>	<b>217</b>	<b>209</b>	<b>190</b>	<b>186</b>
% identified represented by ethnic minority	57.5%	40.7%	40.5%	37.6%	30.9%	34%	33.0%
<b>Business Professionals</b>							
Ethnic Minority	114	102	113	113	78	117	103
Non-Ethnic Minority	94	92	89	102	66	102	90
Not Identified	15	29	26	24	213	20	22
<b>Total</b>	<b>223</b>	<b>223</b>	<b>228</b>	<b>239</b>	<b>357</b>	<b>239</b>	<b>215</b>
% identified represented by ethnic minority	54.8%	52.6%	55.9%	52.6%	54.2%	49.0%	53.4%

## Data as of May 2023

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

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

The figures are based on headcount numbers. 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 Coordinator/Assistant; Manager; Executive Manager; Director and Executive Director career bands

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

London & Newcastle							
	FY23	FY22	FY21	FY20	FY19	FY18	FY17
<b>Partners</b>							
Ethnic Minority	22	17	18	13	12	13	8
Non-Ethnic Minority	151	153	158	158	150	148	148
Not Identified	14	16	9	13	15	17	23
<b>Total</b>	<b>187</b>	<b>186</b>	<b>185</b>	<b>184</b>	<b>177</b>	<b>178</b>	<b>179</b>
% of identified represented by ethnic minority	12.7%	10.0%	10.2%	7.6%	7.4%	7.3%	5.1%
<b>Lawyers</b>							
Ethnic Minority	234	225	211	199	161	171	178
Non-Ethnic Minority	453	455	481	452	422	391	426
Not Identified	175	151	99	136	196	136	137
<b>Total</b>	<b>862</b>	<b>831</b>	<b>791</b>	<b>787</b>	<b>779</b>	<b>698</b>	<b>741</b>
% of identified represented by ethnic minority	34.1%	33.1%	30.5%	30.6%	27.6%	24.5%	29.5%
<b>Business Professionals</b>							
Ethnic Minority	181	173	170	179	149	126	121
Non-Ethnic Minority	745	719	741	790	706	646	607
Not Identified	141	150	152	167	683	245	202
<b>Total</b>	<b>1067</b>	<b>1042</b>	<b>1063</b>	<b>1136</b>	<b>1538</b>	<b>1017</b>	<b>930</b>
% of identified represented by ethnic minority	19.5%	19.4%	18.7%	18.5%	17.4%	12.4%	16.6%

## Data as of May 2023

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 are made up 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.

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# LGBT+

UK		
	FY23	FY22
<b>Partners</b>		
LGBT+	3.8%	5.2%
Non LGBT+	96.2%	94.8%
<b>Lawyers</b>		
LGBT+	13.2%	11.6%
Non LGBT+	86.8%	88.4%
<b>Business Professionals</b>		
LGBT+	7.0%	6.4%
Non LGBT+	93%	91.6%

#### Data as of May 2023

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 on local or regional level.

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

\*Business Professionals\* includes a range of roles and seniority within our business service functions across our Coordinator/Assistant; Manager; Executive Manager; Director and Executive Director career bands

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

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Registered office: 10 Upper Bank Street, London E14 5JJ

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