

Law Firm Maturity Index

Powered by OMINDEX®

Improving culture, value and impact in legal



Organizational Maturity: Causal connections to business value, sustainability and risk

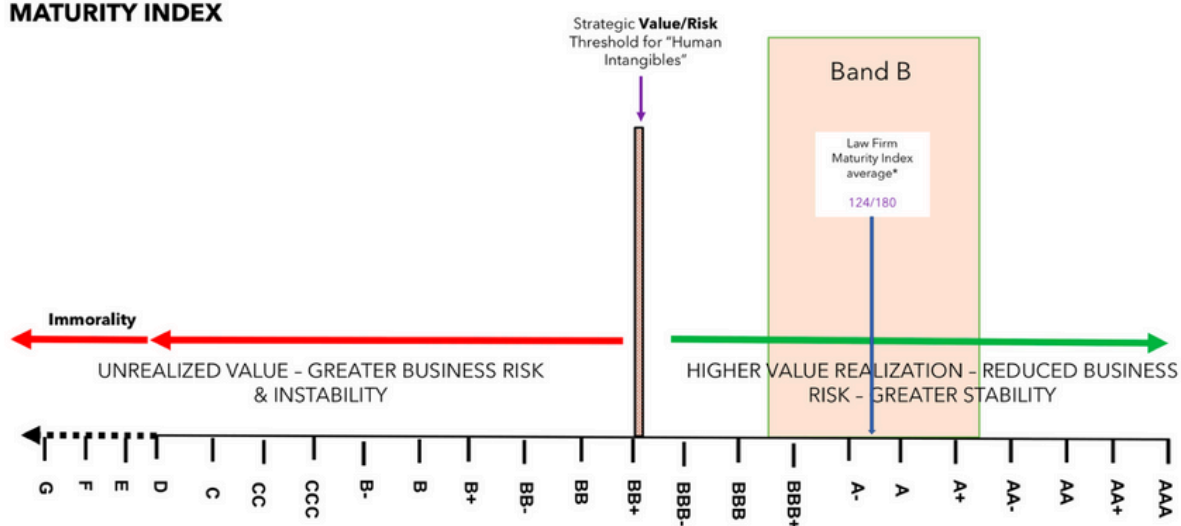


Many law firms are seeking better measures of success. Financial performance alone cannot reflect underlying organizational health. Clients and regulators are demanding new metrics too. Objective and independent verification of responsibility and sustainability are becoming a pre-requisite.

"To measure is to know. This rings especially true when considering investments in areas often deemed as esoteric, such as company purpose, people, and culture. That's why our programs kick off with a partnership with The Maturity Institute. Appreciating the impact of these investments on your bottom line, customer and employee satisfaction, and shareholder value, as well as recognizing the risks of neglecting them, is crucial. These metrics serve as your biggest allies in overcoming resistance to change toward a more than just financial-driven organization." Unbossers Network (May, 2024)

Reconciling responsibility, performance, and risk

LAW FIRM MATURITY INDEX



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➤ The transition in legal

Law firms are facing complex leadership challenges:

- Integrating ESG and sustainability into business models
- Managing wellbeing and workforce mental health
- Embedding inclusiveness that drives true diversity
- Synthesizing financial performance and responsibility

➤ Human value

Maturity measures organizational health by capturing how human intangibles (e.g. leadership, purpose, learning, and innovation), create value for a firm. The evidence is clear. Mature companies outperform for all stakeholders: partners, clients, staff, suppliers and local communities. Maturity is measurement that matters.

➤ Law firm maturity

The Law Firm Maturity Index uses OMINDEX®, a research-tested Maturity Institute diagnostic. It is a rating and assessment that sits alongside conventional financial analysis. OMINDEX® assesses a firm's ability to create value for every stakeholder.

The diagnostic provides an in-depth assessment of organizational health across 32 maturity factors, or human value drivers. It enables firms to interrogate these key interrelated variables.

LFMI data tracks investments in people. It shows how improving human value creates a stronger corporate culture and drives firm performance.

Maturity analysis explained

➤ What you get by measuring Maturity



An **external** assessment and rating within a comprehensive, in-depth OMINDEX® report.



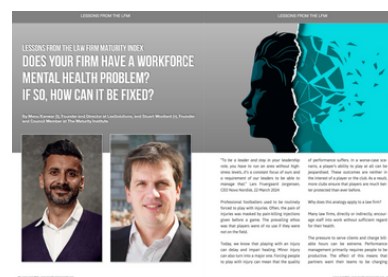
An **internal** workforce perspective; the lived experience of your firm's maturity. You will get quantitative and qualitative insights through the Law Firm Maturity Index (LFMI) diagnostic and face-to-face interviews.



Training to develop a bespoke **human value analysis**. Improving culture, management quality, or the way you assess people risk, requires effective measurement.



Support that helps you understand your maturity baseline, how to track changes, and identify how maturity factors drive human value, firm **performance, and impact**.



"This confirms that the benefits to shareholders and stakeholders are not mutually exclusive; in other words, the value to business, shareholders, stakeholders and society are aligned. A company can maximise profits and create wealth for shareholders mainly by establishing a mature institution that enhances wellbeing for all legitimate stakeholders, as well as create positive externalities to the environment and wider society."

External assessment

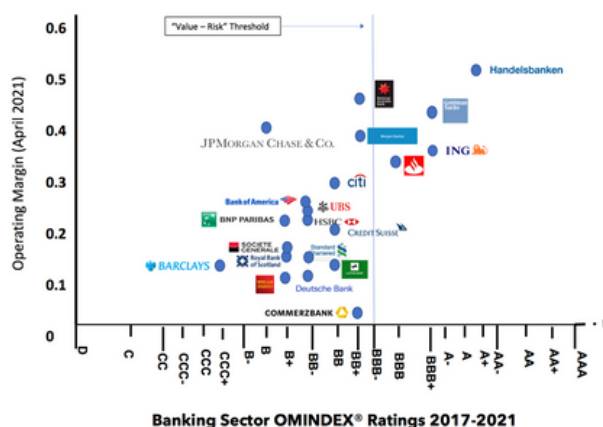
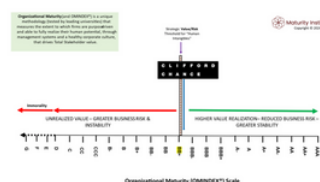
OMINDEX® Analysis Clifford Chance: 12 June 2024 M Analyst: J Southey

OMINDEX® BB+ Executive Summary

Clifford Chance demonstrates moderate to good performance across the OMINDEX® criteria, indicating a need for strategic improvements to enhance long-term value creation and organizational maturity. The firm shows foundational elements in areas like performance management, remuneration, and communication systems, but lacks comprehensive and systematic approaches. Decision-making is somewhat centralized, limiting the benefits of diverse perspectives. Cooperation and stakeholder engagement are inconsistent, with a stronger focus on shareholders and executives over broader societal and regulatory interests.

Human capital management shows initial attempts at linking to financial returns but lacks robust ROI discipline. Continuous improvement and innovation efforts are fragmented, often reactive rather than proactive. The firm's agility and adaptability are evident but not fully leveraged to minimize risks and disruptions. There is a notable gap between public statements and actual practices, suggesting room for greater transparency and authenticity.

To achieve higher organizational maturity, Clifford Chance should develop a more integrated approach to Human Governance and human capital management, embed continuous improvement into its culture, enhance stakeholder engagement, and ensure that its communications align closely with internal realities. A stronger focus on proactive risk management and innovation will further bolster its competitive edge and long-term sustainability.



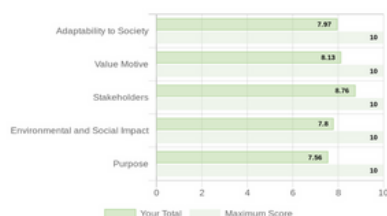
Item	Score	Weight	Score	Weight	Score
Item 1: Does the organization have a clearly defined purpose? (1 = 100%)	1	100%	100%	100%	100%
Item 2: Does the organization have a clearly defined vision? (1 = 100%)	1	100%	100%	100%	100%
Item 3: Does the organization have a clearly defined mission? (1 = 100%)	1	100%	100%	100%	100%
Item 4: Does the organization have a clearly defined strategy? (1 = 100%)	1	100%	100%	100%	100%
Item 5: Does the organization have a clearly defined business plan? (1 = 100%)	1	100%	100%	100%	100%
Item 6: Does the organization have a clearly defined financial plan? (1 = 100%)	1	100%	100%	100%	100%
Item 7: Does the organization have a clearly defined risk management plan? (1 = 100%)	1	100%	100%	100%	100%
Item 8: Does the organization have a clearly defined sustainability plan? (1 = 100%)	1	100%	100%	100%	100%
Item 9: Does the organization have a clearly defined innovation plan? (1 = 100%)	1	100%	100%	100%	100%
Item 10: Does the organization have a clearly defined digital transformation plan? (1 = 100%)	1	100%	100%	100%	100%
Item 11: Does the organization have a clearly defined human capital management plan? (1 = 100%)	1	100%	100%	100%	100%
Item 12: Does the organization have a clearly defined stakeholder engagement plan? (1 = 100%)	1	100%	100%	100%	100%
Item 13: Does the organization have a clearly defined communication plan? (1 = 100%)	1	100%	100%	100%	100%
Item 14: Does the organization have a clearly defined transparency plan? (1 = 100%)	1	100%	100%	100%	100%
Item 15: Does the organization have a clearly defined authenticity plan? (1 = 100%)	1	100%	100%	100%	100%
Item 16: Does the organization have a clearly defined long-term sustainability plan? (1 = 100%)	1	100%	100%	100%	100%
Item 17: Does the organization have a clearly defined competitive edge plan? (1 = 100%)	1	100%	100%	100%	100%
Item 18: Does the organization have a clearly defined innovation plan? (1 = 100%)	1	100%	100%	100%	100%
Item 19: Does the organization have a clearly defined digital transformation plan? (1 = 100%)	1	100%	100%	100%	100%
Item 20: Does the organization have a clearly defined human capital management plan? (1 = 100%)	1	100%	100%	100%	100%
Item 21: Does the organization have a clearly defined stakeholder engagement plan? (1 = 100%)	1	100%	100%	100%	100%
Item 22: Does the organization have a clearly defined communication plan? (1 = 100%)	1	100%	100%	100%	100%
Item 23: Does the organization have a clearly defined transparency plan? (1 = 100%)	1	100%	100%	100%	100%
Item 24: Does the organization have a clearly defined authenticity plan? (1 = 100%)	1	100%	100%	100%	100%
Item 25: Does the organization have a clearly defined long-term sustainability plan? (1 = 100%)	1	100%	100%	100%	100%
Item 26: Does the organization have a clearly defined competitive edge plan? (1 = 100%)	1	100%	100%	100%	100%
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Item 32: Does the organization have a clearly defined transparency plan? (1 = 100%)	1	100%	100%	100%	100%
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Item 40: Does the organization have a clearly defined communication plan? (1 = 100%)	1	100%	100%	100%	100%
Item 41: Does the organization have a clearly defined transparency plan? (1 = 100%)	1	100%	100%	100%	100%
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Item 50: Does the organization have a clearly defined transparency plan? (1 = 100%)	1	100%	100%	100%	100%
Item 51: Does the organization have a clearly defined authenticity plan? (1 = 100%)	1	100%	100%	100%	100%
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Item 57: Does the organization have a clearly defined stakeholder engagement plan? (1 = 100%)	1	100%	100%	100%	100%
Item 58: Does the organization have a clearly defined communication plan? (1 = 100%)	1	100%	100%	100%	100%
Item 59: Does the organization have a clearly defined transparency plan? (1 = 100%)	1	100%	100%	100%	100%
Item 60: Does the organization have a clearly defined authenticity plan? (1 = 100%)	1	100%	100%	100%	100%

- OMINDEX® yields a causally coherent, first-order diagnosis, compared to other ESG data and rankings.
- In-depth OMINDEX® reports for law firms uses publicly available information.
- OMINDEX® external ratings and assessments are research tested. Higher ratings link to better financial performance and a lower ESG risk.



Internal assessment

Law Firm Maturity Index
ESG and Sustainability Profile (all firms)



Maturity Institute
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This LFMI ESG profile measures the lived experience of how LFMI law firms manage to integrate societal and stakeholder responsibilities with financial performance. Is your law firm designed to adapt to societal changes, does it manage value beyond financial metrics, are stakeholders built into strategy, and is ESG embedded within your underlying purpose?

Measuring the lived experience of a workforce

The Law Firm Maturity Index is a structured, independent benchmark of human value, risk, and sustainability.



LFMI measures factors such as leadership, values, trust, learning, well-being, and impact; allowing law firms to evaluate their culture and identify areas for growth and development.

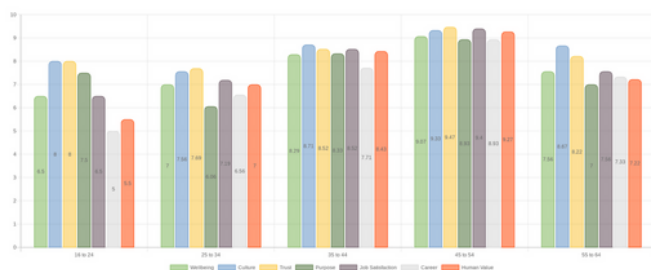


Law firms receive a set of data using Organizational Health Indicators, and key subject profiles (e.g. Wellbeing, ESG, DE&I, and Innovation).



We compare participant data against categories such job tenure, gender, firm size, location, service line and job role.

Mental Health and Wellbeing (Age)



Outcomes

Data analysis allows us to identify key insights, spot trends, and offer recommendations for improvement.

Maturity measurement differentiates. In an evolving legal landscape where regulators and clients are scrutinizing legal workplaces, using LFMI data insights can set law firms apart.

Human value analysis

➤ Developing your human value model

- For boards and leadership teams, OMINDEX® is a whole system framework that works as a management tool.
- Maturity improvement is linked to increasing a firm's value, and its ability to manage and mitigate risk.
- We help firms to measure 'intangibles'. Maturity provides a basis for firms to develop a bespoke human value model; one that sits alongside your own financial analysis.

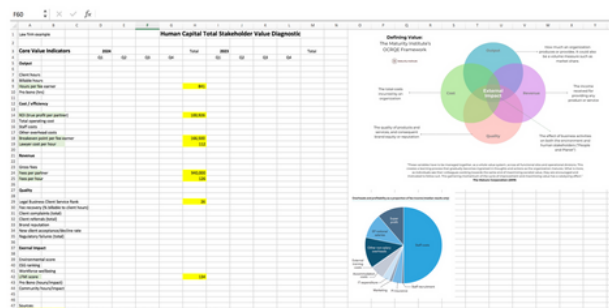


➤ Change and impact

For example, if you need **trust** to improve, a maturity baseline measures the impact of change.

Human value modeling shows how trust is a human value driver. Higher trust creates higher business value and a lower risk profile.

The right data can show how improving trust links to better value and risk outcomes e.g. greater workforce collaboration, innovation, client service, and revenue growth.



Law Firm Maturity Index Roadmap

➤ Step 1



Meet with you to establish aims, objectives and outcomes. An interactive workshop helps you to set up the programme for success.

➤ Step 2



Carry out an external OMINDEX® review and produce an in-depth report.

➤ Step 3



Support you to deploy the LFMI online diagnostic and produce a summary report.

➤ Step 4



Conduct internal interviews with leaders and stakeholders.

➤ Step 5



Consolidate findings and run feedback sessions sharing data, insights, and recommendations.

➤ Step 6



Work with you to develop a bespoke evidence-based human value model to create a baseline, track improvement, and identify value impact.