



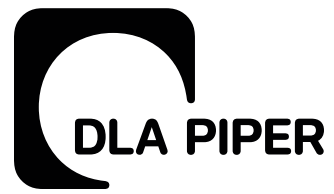
DLA PIPER

Sustainability Report

2021/2022

Executive Summary

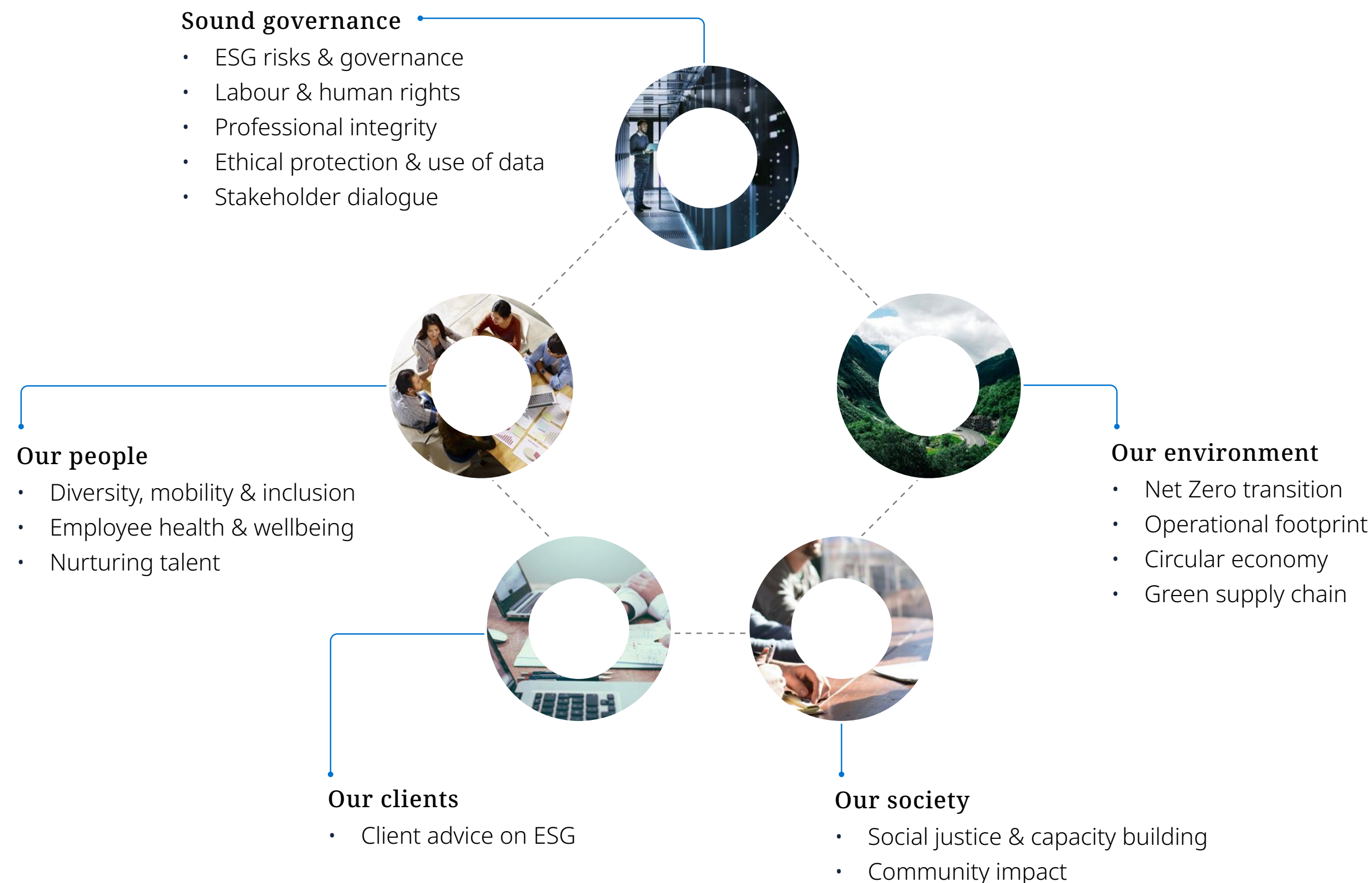
FROM AMBITION TO ACTION



DLA Piper’s sustainability strategy and material issues

DLA Piper’s sustainability strategy and priorities are based on the findings of our materiality assessment completed in early 2022. Our 15 material issues are covered across five themes, and each of the themes are interdependent and should not be viewed in isolation.

Like many of our peers, we have made more progress in some of our material issues than in others. For example, some issues have measurable targets or goals in place (such as Net Zero transition and diversity and inclusion), while in others we’re still working to assess our performance. We’re continually working to mature our approach across all our material issues.



Key strategic priorities in 2022

Climate transition plan

We’re working to develop our climate transition plan. This involves having our Net Zero target validated by the SBTi and ensuring we have a plan for meeting this target. As part of the process, we’re also finalising our climate change risk and opportunity analysis, embedding climate (and wider ESG) risk management into our governance structures, and implementing new frameworks for client intake.

Impact of client advice

We’re working to better understand the impact of our client advice to clients. We’re starting by exploring how we can affect climate outcomes via our work with clients. In time, we’ll expand this to other environmental and social impacts.

Social impact

We’re also exploring how we can better understand and measure the social impact of the firm as a whole. You can read more about our plans and initial research in *section 4.1 Social impact of the Sustainability Report*.

Data governance and insights

Finally, we’re continuing to focus on improving our data governance systems, so we have the right and reliable information to make sound decisions, and so we can continue to improve our transparency and accountability.

Our People

Diversity and inclusion

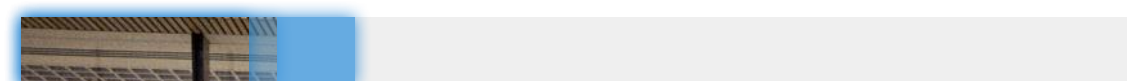
Goals:

30% of all partners to be women by 2025 (**40%** by 2030).

At least half of all internal partner promotions to come from underrepresented groups.

Ensure our Business Services population remains inclusive and representative.

Performance:



We've improved our partnership gender diversity year on year, from **20.5%** to **23%**, making progress towards our **30%** target.



53% of newly promoted partners in 2022 were from underrepresented groups.



Our Business Services population remains diverse, at **77%** of colleagues coming from diverse backgrounds.

*Underrepresented groups are defined as female, LGBT+, minority ethnic groups, disability and those from lower socioeconomic background. Gender is reported across DLA Piper International offices, and other diversity characteristics are based on UK offices only.

Activities:

- We began working on improving data collection and insights about the diversity of our business.
- We launched an inclusion e-learning module across the firm.
- We provided unconscious bias training to our partners.
- We launched Elevate – a 12-month sponsorship programme that matches individuals from underrepresented groups with leadership potential with senior partner sponsors.
- We introduced new benefits that aim to level the playing field between men and women.
- We began developing an international strategy to address socioeconomic inequities within our business, and beyond.
- We championed diverse voices and worked to normalise differences through our [One Voice Made of Many](#) campaign.
- We launched a new employee network – *Enabled* – which supports anyone affected by a disability, neurodiversity, or physical or mental wellbeing challenges.

What's next:

We'll improve our data management systems and set country and practice-level diversity goals.

Employee health and wellbeing

Goals:

Our employee health and wellbeing strategy focuses on:

- Raising awareness.
- Meeting diverse needs.
- Delivering the right care at the right time.

Performance:

We have trained over **200** SPEAK ambassadors (colleagues trained in how to have conversations about mental health).



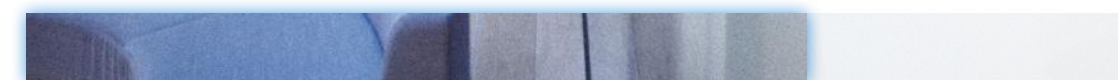
73% of our people believe DLA Piper shows care and concern for its people.



67% of our people feel they have someone at work to whom they can speak about health and wellbeing.



78% of our people feel part of a supportive team.



70% of our people feel they have the flexibility they need to manage their work and home life.

Activities:

- We refreshed our flexible working policy and launched a resilience programme to help our people navigate the stresses of lockdown.
- We made our **EAP** mental health support service available to any of our colleagues' friends or family members who have been affected by the war in Ukraine.
- We integrated the topic of climate anxiety into our Carbon Literacy training for our UK colleagues.
- We ran several employee engagement surveys to gauge effectiveness of our health and wellbeing initiatives.

What's next?

We'll continue to understand and address systemic workplace health and wellbeing challenges.

We'll continue to monitor the use of our **EAP** service to ensure it's being used at the same rate as our **EAP** provider's client base.

We'll continue to focus on expanding our **SPEAK** Ambassadors programme.

Our People

Nurturing talent

Goals:

We're committed to helping our colleagues grow, supporting them on their career paths, and enabling them to have a fulfilling life outside of work.

Our New Deal, our new employee value proposition launched in 2022, is based on three principles:

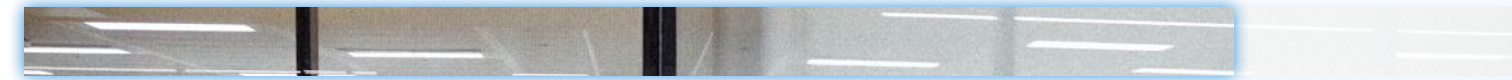
We trust you: trusting every individual and team to find a balance of home and office work that's right for them.

We value you: recognising and rewarding the contribution people make through fair pay and benefits, and by providing the infrastructure and resources to ensure long-term success.

We invest in you: supporting career development, including revitalising opportunities for international development and secondment.

Performance:

80% of our people say they are proud to work at DLA Piper.



74% overall firmwide engagement score.



83% of our people would recommend DLA Piper as a good place to work.



60% of our lawyers have given their time to pro bono projects in 2021.



170+ local eMission 2030 champions working towards our climate goals.



650+ DLA Piper people served as mentors to young people from disadvantaged backgrounds.



GBP3m invested into employee training and development in FY21/22.



10 hours per person was spent on average by our people on upskilling in FY21/22.

Activities:

- We launched a revised learning and development ambition and roadmap.
- We launched an updated version of the Academy, DLA Piper's one-stop shop for firmwide learning.
- We launched a Carbon Literacy training in the UK, with a goal to have the majority of our UK colleagues become Carbon Literate by 2025.
- We provided opportunities for our lawyers to work pro bono to strengthen civil society and support vulnerable individuals.
- We launched KindLink, a platform that makes it easier for all our colleagues to get involved in community investment activities and organise their own.
- We evolved our IT systems to ensure our colleagues can work and collaborate effectively at all times.

What's next?

We'll develop our skilled volunteering strategy, to enable all our people to contribute their professional skills towards causes they care about.

We'll continue to use the insights we gain from our surveys to ensure we're providing the right resources and opportunities for our people.

Our Clients

Client advice on ESG

Goals:

We're committed to making business better by helping clients transition to, and thrive in, a more sustainable future. This means playing our part in helping businesses realise the added value that comes with the social and environmental transformation that is underway, and supporting them as they shift to new strategies and even business models, which add planetary and societal benefits as well as commercial gain.

Activities:

- We've been evolving our approach to ESG advice and client intake, to ensure our work is effective in supporting our clients' transition, and that it makes a real contribution to sustainability.
- We've been working to gain more data around the impact of our advice as it relates to carbon emissions and climate change.
- We've begun to take a more holistic approach to our advice, which includes stress-testing clients' assumptions, and viewing individual issues in the light of their overall sustainability journey.

What's next?

We'll further integrate ESG into our client intake and use a data-driven approach to enhance our understanding of advised emissions.



Our Society

Social impact

Goals:

We want to play our part in ensuring our world is fair, stable and sustainable. Our social impact agenda includes bringing important actors together, raising awareness and influencing the agenda, as well as publishing research so that colleagues, peers, clients, regulators and governments can make better choices. We aim to empower these groups by serving as a hub for innovation and practical advice.

Performance:



650+ DLA Piper colleagues volunteered as mentors to young people.



137 students in 5 countries were supported by our Head Start programme.



58 Fellows across **18** countries were supported by our Global Scholarships Programme.



USD3.7m pledged in pro bono support to UNHCR.

Activities:

- We launched a research project examining the socioeconomic impact of DLA Piper in South Africa, Nigeria and Kenya.
- We continued to run and improve our Head Start and Global Scholarships Programmes.
- We rolled out an internal community engagement platform, allowing us to more efficiently manage our fundraising and volunteering activities, and empower colleagues to get involved in community activities.
- We contributed to emergency relief efforts through fundraising and through legal assistance.

What's next?

We will develop our international socioeconomic diversity strategy.

We will continue to evolve our impact evaluation approach.

We'll continue to develop our capacity to understand the societal impact we are having through all parts of our business operations – such as through how we treat our people, how we upskill them, how we work with our clients, and how we work with our suppliers.

Social justice and capacity building

Goals:

We want to be a leading global pro bono practice by furthering access to justice, good governance and a more sustainable future.

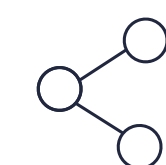
Performance:



We contributed **197,512** pro bono hours in 2021.



12% was dedicated to clinics and individual work, **14%** to forcible displacement, **10%** to good governance, and **8%** to climate, environment and conservation.



More than **5,000** Afghans and their families used our legal advice portal between August 2021 and February 2022.



We've advised more than **4,000** Ukrainians and their families in need of legal information about services in the UK and across Europe.

Activities:

- We produced country information guides for people fleeing Ukraine, including information on access to healthcare, employment, housing and education.
- We launched an online portal giving displaced people secure access to legal advice.
- We expanded our legal education programme, Know Your Rights, to refugees from Ukraine.
- We set up regional projects to assist thousands of Afghans seeking to relocate to the UK, Europe, the US and Australia.
- We worked with business and community stakeholders to create a favourable ecosystem for developing innovative finance models to address forced displacement.

What's next?

We're exploring how to use technology to improve access to justice around the world.

We'll continue to expand our climate justice and conservation work.

We will expand our work supporting equality and good governance.

Our Environment

Net Zero

Goals:

We have a near-term target to halve our carbon footprint in all three scopes by 2030 against a 2019 baseline.

In 2022 we committed to becoming a Net Zero law firm, with our Net Zero target pending validation by the Science-based Targets initiative at the time of publishing of this report. As part of this target, we plan to cut our emissions by **90%** across all three scopes by 2040, and neutralise the remaining **10%**.

We have a goal for our UK and European offices to use **100%** renewable electricity by 2025, and for all remaining offices to use **100%** renewable electricity by 2030.

Performance:

We've reduced our carbon emissions by **47%** since 2019/20 across all three scopes.



Much of this reduction is due to COVID-19 impacts, and we still have some ways to go, especially in reducing emissions from business travel and from our procurement.

Activities:

- We carried out climate engagement with some of our key suppliers.
- We launched Thoughtful Travel, a campaign that asks our people to think more carefully about business travel, avoiding journeys when they can, and choosing less carbon-intensive forms of transport when travel is unavoidable.
- We signed a corporate power purchase agreement to generate renewable energy from a new-build solar farm in the UK.
- We have begun to apply our Future Workplace principles, which will allow us to reduce the environmental footprint of many of our offices.
- We introduced a new cloud-based data management software, which has allowed us to significantly improve the completeness, accuracy and transparency of our emissions inventory.
- We grew our eMission 2030 network to over 170 champions.

What's next?

We'll continue to develop a robust climate transition plan, with a focus on transforming our business strategy and our approach to client work to align with our climate ambition.

Operational footprint

Goals:

We're aiming to reduce energy and water use by adopting responsible consumption practices. These include switching to renewable energy and making our buildings and offices more energy and water efficient.

Performance:

Our scope 1 and scope 2 energy emissions are down **35%** since 2019/20.



Activities:

- In the past two years, we've audited 11 of our offices to identify opportunities to reduce energy use. As a result, energy consumption in these offices has fallen by **24.7%**.
- We began gathering more reliable data about water use in our offices to build a more accurate baseline.
- We partnered with Buro Happold to build a strategic approach to deciding on new office locations, and how we fit out those offices, to optimise energy use.
- We've been reviewing the feasibility of our biggest offices generating their own renewable electricity.

What's next?

We'll continue to roll out our optimisation programme.

Once we have accurate baseline data on water use throughout our offices, we will develop an action plan for working with our landlords to improve water efficiency where it's most needed.

Our Environment

Circular economy

Goals:

We have a target to divert **95%** of our waste from landfill by 2025.

As we approach our target deadline, and as we review our ambitions and plans in light of our materiality assessment results, we're adopting a more holistic approach to waste management. The new approach is in line with SDG 12: Responsible Consumption and Production, and will be based on three pillars:

- Managing consumption.
- Reducing waste generation.
- Disposing responsibly.

Performance:

90% of our waste was diverted from landfill in 2021/22.



Activities:

- We launched a pilot food waste data project, where we began tracking food waste with a consistent methodology across all seven of our UK offices.
- We've been working with a stationery supplier to develop a fully biodegradable binder.
- We've introduced paper-saving interventions, like double-sided printing, limiting storage facilities, and moving to digital signing of documents.
- We've begun developing sustainable event guidelines for our internal event managers.

What's next?

Over the next two years we'll refresh our circular economy approach and strategy.

We'll identify the biggest areas for improvement, set new targets and KPIs, and work to evolve our practices and culture to enable us to reach these new goals.

Green supply chain

Goals:

As part of our Science-based Target to reduce our carbon emissions by **50%** by 2030 and our Net Zero target by 2040, we've adopted several supply chain-specific targets and KPIs.

These include:

- reducing our supply chain emissions by **25%** by 2030;
- for **50%** of our suppliers to set a Science-based Carbon Reduction Target and commit to Net Zero by 2025, and **75%** by 2030; and
- screening **100%** of new suppliers* using climate criteria in line with our target by 2023.

We also have a target for **100%** of relevant colleagues (with procurement responsibilities) to complete our modern slavery training every year.

Performance:

Our emissions from purchased goods and services have reduced by **38%** since 2019/20.



This reduction is in large part due to COVID-19 impacts, and we're making plans to engage our supply chain effectively to ensure these reductions become permanent.

Activities:

- We carried out an assessment to measure the importance of current and prospective suppliers to DLA Piper, as well as the potential risks they posed to the firm.
- We established a new supplier management framework and began implementing an IT solution to roll it out, helping us carry out risk management and engagement more effectively.
- We trialled a climate action engagement programme with nine of our key suppliers.

What's next?

Over the next year, we will fully launch our supplier Climate Action Plan and build a more accurate picture of our Scope 3 carbon emissions.

We will also fully operationalise our new approach to supplier management, giving us data and insights to better understand the risks and opportunities in our supply chain.

Sound Governance

ESG risks and governance

Goals:

We're committed to fully integrating ESG considerations into our mainstream business risk management processes – with a special focus on our approach to client work.

Activities:

- We've been collaborating with The Cambridge Institute for Sustainability Leadership (**CISL**) on a global research project to understand the shifts in governance and leadership that enable organisations to align business success with sustainability.
- We've taken steps to improve our ability to track, report, and act on our key ESG-related performance and risks.
- In 2021, we conducted a TCFD gap analysis and a materiality assessment of our climate risks.

What's next?

We'll continue to improve our ESG data governance, integrating key elements of this in our governance agendas and processes.

One of our key priorities will be defining an approach for client intake, to ensure that our client work is aligned with our Net Zero transition goals and our wider ESG agenda.

Ethical protection and use of data

Goals:

We're committed to complying with all relevant data protection laws and to treat personal data about our clients, our people and third parties with the utmost respect.

Activities:

- We launched a data protection audit programme to identify and address any gaps in compliance.
- We continued to run our mandatory data privacy and confidentiality training, with a completion rate of **89%**.

What's next?

We'll continue to maintain robust data protection management systems and continually improve them.

Labour and human rights

Goals:

We're committed to protecting the human rights of our employees and suppliers and upholding high working standards wherever we operate.

Activities:

- We updated our whistleblowing procedure by introducing an externally-run, independent whistleblowing service.
- We improved our process for identifying and addressing risks in our supply chain.
- We improved our mandatory annual Modern Slavery Training and expanded the number of colleagues who are asked to complete it.

What's next?

We plan to review our Human Rights and Modern Slavery policy and conduct a review of systems and processes underpinning the policy, to ensure they continue to be fit for purpose.

We'll also onboard a new supplier management system and automate many of our risk assessment and due diligence processes for our suppliers.

Sound Governance

Professional integrity

Goals:

We're committed to lead by example, act ethically and with integrity in every area of our business and we hold ourselves accountable to high standards of corporate governance.

Activities:

- We ask our people to review our policies annually and confirm their understanding and compliance.
- We refreshed our approach to training, requiring all our people to undergo refresher anti-bribery and corruption training annually from summer of 2022.
- In 2022, we updated our whistleblowing procedure by introducing an externally-run, independent whistleblowing service.
- We reviewed our anti-corruption compliance programme.

What's next?

We'll continue to maintain robust management systems and continually improve them.

Stakeholder dialogue

Goals:

We're committed to facilitating a two-way dialogue with our stakeholders, including our clients, our communities, our people, and our business partners.

Activities:

- We ran client-listening sessions, asked our people for feedback, and engaged our partners on various issues.
- We conducted our first materiality assessment, a comprehensive stakeholder engagement exercise including **22** external interviews, **24** internal interviews, **1,203** survey responses, and **10** focus groups.
- We engaged in dialogue through a variety of sector-specific and cross-sector forums, such as the Legal Sustainability Alliance, the Net Zero Lawyers Alliance, TNFD Forum, PRIME, and many others.

What's next?

We'll streamline our internal processes for sharing stakeholder feedback throughout our business.

We'll also develop an approach for periodically refreshing the findings of our materiality assessment.



Further information

This Executive Summary only includes a top line summary of our goals and activities across our 15 material issues. For more details about our sustainability approach and progress, including detailed ESG performance metrics, please see our full [Sustainability Report 2021/2022](#) and our [Regional Highlights 2021/22](#).



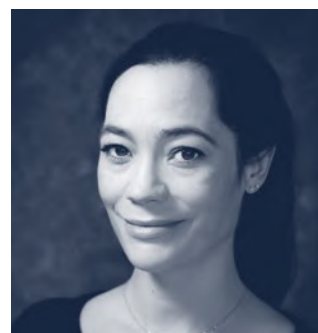
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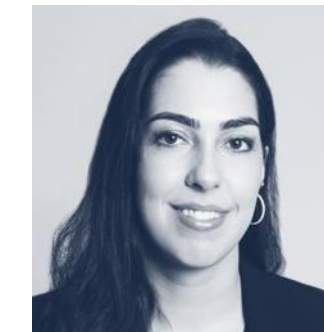
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