



DLA PIPER

# Sustainability Report

2021/2022

## Regional Highlights

FROM AMBITION TO ACTION



# Regional Highlights

DLA Piper operates across a diverse geographical landscape. Read our regional highlights for an overview of how we're applying our sustainability objectives across our many countries and cultures.

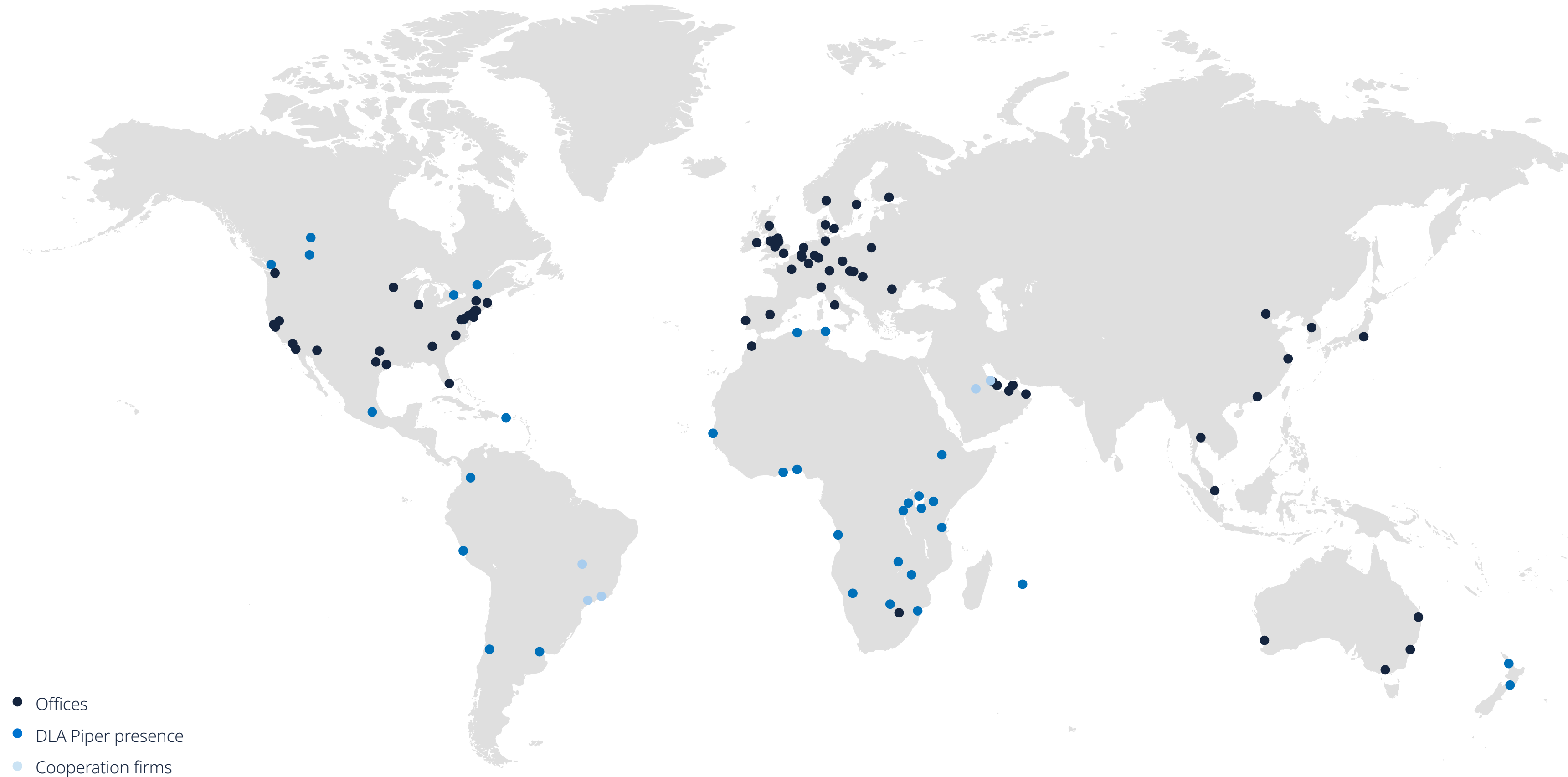
This [Regional Highlights](#) report supports the DLA Piper Sustainability Report 2021/22, and also includes information from DLA Piper US, which is outside of the scope of the wider Sustainability Report. The DLA Piper Sustainability Report 21/22 and Executive Summary can be downloaded [here](#). You can also view our latest Nordics Sustainability Report [here](#).

**Read on:**

Asia  
Australia  
Middle East and Africa  
UK and Europe  
US



Pictured: Maria Iftikhar



## Asia

Following COP26 and the Net Zero commitments announced by the governments of Asia's leading economies, including China, Japan and South Korea, national climate and development policies, energy transition and energy security continue to be leading Sustainability and ESG trends in Asia. Of the ten members in the Association of Southeast Asian Nations (**ASEAN**), seven have pledged to become carbon neutral by 2050, and the remaining three by 2060. ASEAN and East Asia accounted for **18.1%** of outstanding sustainable bonds globally, trailing only Europe as the second-largest market. At the same time, concern about energy security has led to countries in Asia to advocate a transitional approach to decarbonisation in an effort to minimise economic disruption in light of geopolitical uncertainties affecting energy supply.

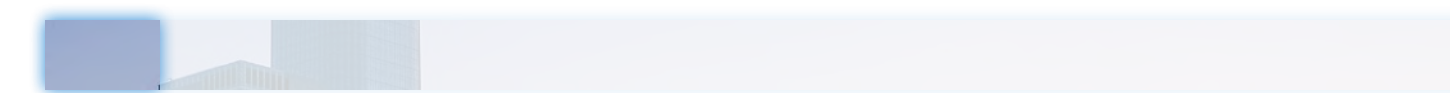
With increasing interest globally in ESG investments in Asia, there has been substantial progress on ESG disclosure, especially by listed companies. In November 2021 the Hong Kong Exchange published new guidance on climate disclosures and the Hong Kong Monetary Authority released a policy manual for climate risk management. In December 2021, the Singapore Exchange announced new climate disclosure rules. In 2021, the China Securities Regulatory Commission also issued guidelines for publicly listed companies to cover ESG topics in their annual reports.

A major challenge for the region is that Asian countries are at different stages of regulatory development, and ESG disclosure frameworks are not as well-established as those in Europe and the United States. Reliance on numerous global ESG standards, frameworks and initiatives has caused confusion and the lack of a unified set of rules across the region has resulted in inconsistent data disclosure. Investors have noted that ESG disclosure by Asian companies tends to vary in scope and quality, and we expect to see continued demand by investors and regulators for enhanced transparency.

Lingering effects of COVID-19 and strict quarantine and travel restrictions have continued to give rise to a range of social and governance challenges that increasingly affect the performance of our Asian clients. These factors include closed borders preventing the free movement of talent, increased cyber risks arising from remote working and employees falling ill or becoming increasingly isolated. In addition, the two factors that are frequently identified by investors in evaluating Asian companies on social issues are diversity and inclusion and consumer satisfaction, putting pressure on organisations in Asia and their suppliers to be transparent about their operations and workplace practices.



### Our offices in Asia



**8%** of our people are based in Asia.



**7** DLA Piper offices in Asia.

There may be a perception that Asia lags behind other parts of the world in focusing on ESG issues. However, in some areas Asia is leading the change or catching up fast. Already, Asia leads the global energy transition with China alone accounting for 35.2% of energy transition investment in 2021 and Asian countries ranking among the world’s most attractive markets for renewable energy. 75% of all ESG share investment in emerging markets was in Asia. Beyond this, there is growing interest in ESG solutions across Asia, from impact investment and sustainability-linked bonds to supply chain monitoring and employment environment.

Over the last year we have continued to support our clients in these key ESG areas. We are a leading adviser in energy transition projects, having worked on some of the new key transactions in Asia. We also work with clients to implement their ESG strategy, particularly in the areas of capital markets, finance and employment.

In some areas, such as gender diversification, we are a long way towards achieving our targets and we are identified as one of the leading pro bono contributors in key locations. Although with this we acknowledge that some areas across Asia require continued focus and further development.

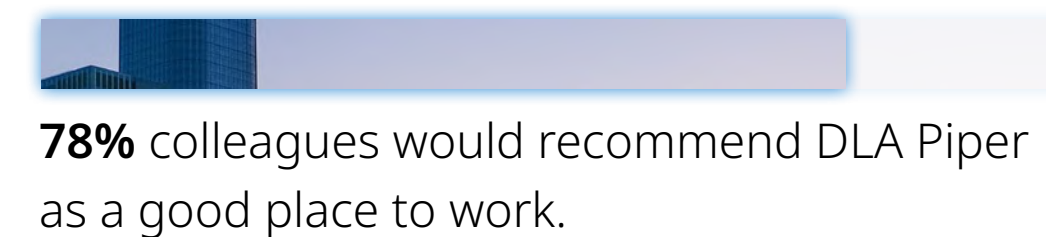
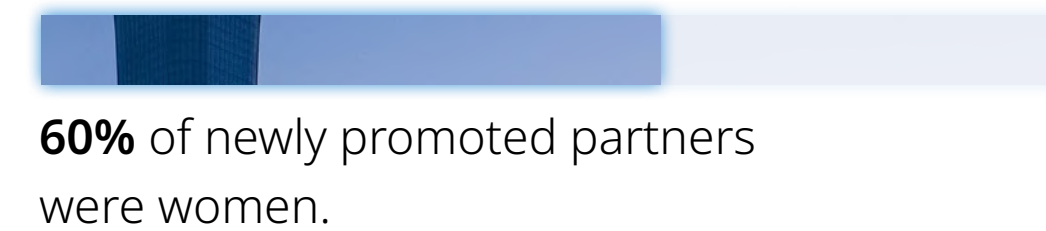
In the past year, we have also continued to invest in the health and wellbeing of our employees in Asia in light of ongoing challenges relating to COVID-19 in the region, from travel restrictions, lockdowns to strict quarantine requirements.

We are committed to supporting our clients to transition the development of ESG solutions across Asia, and meeting and exceeding our own internal goals.

**Satpal Gobindpuri, Regional Managing Partner – Asia**



Asia in 2022



\*in APAC as a whole, including Australia.

Our people

Diversity and inclusion

*Fostering and Adoption Policies in Asia*

In 2021, we reviewed our support for parents and carers in Asia and have now expanded the definition of dependants to include fostering and adoption of children.

*Expansion of LGBT+ inclusive employee support in Asia*

Following the inclusion of same-sex partners as dependants (which include both married and unmarried partners), we have expanded our medical plans in the relevant Asian offices to include a Transgender benefit. This includes treatment for the diagnosis of gender identity disorder, hormone therapy and gender reassignment surgery. We recognise the importance of supporting our employees to ensure that they are given the best opportunities to be their true selves and bring their whole selves to work.

## Nurturing talent

### *The Senior Associate Transition Programme*

Recognising the need to localise our approach to nurturing talent in the region, we instituted a programme that focuses on our newly promoted Senior Associates, with the goal of ensuring that expectations of their new role are clear, assisting with their personal development and organising overall discussions on career aspirations. The programme is designed to provide Senior Associates with the knowledge required to make the essential transition from leader of self to leader of people. Another important aspect is creating opportunities for these Senior Associates to build relationships with one another and to support each other as they settle into their roles.

### *Asia SLC Manager and Secretarial Development series*

In 2021, we launched two 6-month programmes for SLC (Senior Legal Coordinator) Managers and secretarial development. The programmes focus on a wide range of topics, including understanding the Manager's role, managing a team, effective delegation, giving feedback and coaching with follow up support tools and additional resources.

## Employee health and wellbeing

### *Asia Finalist for 2021 Asia Employee Wellbeing Awards*

In 2021, we were [shortlisted](#) as Finalists for the Emotional Wellbeing Award as part of the 2021 Asia Employee Wellbeing Awards. This was in recognition for our SPEAK Ambassador Programme which provides a learning journey for the participants and opportunities for ongoing health and wellbeing training.

Our Asia offices also joined the City Mental Health Alliance in Hong Kong (**CMHA HK**), an alliance of businesses working together with mental health experts and partner organisations to achieve a shared vision that every workplace will protect, support and create positive mental health for their people. The membership has enabled access to support, training, toolkits and resources for our people in Asia.

## Our role in society

### *Advocating for marriage equality in Japan*

Our Tokyo office led a project involving almost 100 DLA Piper attorneys and volunteers in over 30 jurisdictions to provide legal insight on how those countries achieved marriage equality. These findings were shared with lawyers involved in marriage equality lawsuits in Japan and efforts to achieve the legalisation of same-sex marriage.

### *Celebrating Pride Tokyo*

In April, DLA Piper was the proud sponsor of Tokyo Rainbow Pride 2022, Japan's biggest celebration of LGBT+ rights. Held over a weekend in April, this was the first Tokyo Rainbow Pride since the start of the pandemic. Many DLA Piper Tokyo employees attended the festival's events, with highlights including the parade in Yoyogi Park and lectures and panel discussions from local activists.

### *Supporting newly-arrived students from Ukraine*

In July 2022, our Tokyo Office, in collaboration with [Pathways Japan](#), hosted an orientation session for newly-arrived students from Ukraine. These students are of university age and elected to leave Ukraine and come to Japan as evacuees to enroll in Japanese universities and language schools that sponsor students fleeing Ukraine and provide free education and a safe environment to study in Japan.

### *Pride in Fashion*

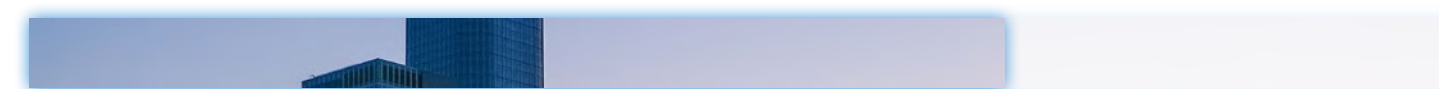
In Asia, we have continued to support [Pride in Fashion](#), a Hong Kong based association of fashion industry companies collaborating to address LGBT+ challenges and opportunities within both the workplace and the wider community within the FMCG (Fast Moving Consumer Goods) sector, including a focus in 2022 on rainbow families and shifting the needle on dependant support and benefits in this industry.

### *World Wide Fund for Nature (WWF)*

DLA Piper has been working on a pro bono project for World Wide Fund for Nature (**WWF**) Hong Kong to optimise Hong Kong's Environmental Impact Assessment (**EIA**) process, an environmental and management tool to compile critical information to predict future environmental impact in decision-making processes and plan mitigation measures. The project involves reviewing relevant legislation, government policies and cases in China, Hong Kong, Japan, Indonesia, Australia, New Zealand and the United Kingdom, with the goal of making recommendations and suggesting best practice guidelines to improve transparency and effectiveness of the public consultation process.

### *Representing victims of sexual harassment*

We continue to support the RainLily Legal Clinic, which was set up by the Association Concerning Sexual Violence Against Women. RainLily is Hong Kong's first crisis centre for sexual violence and sexual harassment victims and has served over 3,000 victims by providing immediate medical, counselling and legal support. DLA Piper contributed around 300 pro bono hours in 2021. In the legal clinic, our fee earners conduct merits assessments, provide advice, and represent our clients with limited other practicable access to legal assistance in complaints to the Equal Opportunities Commission. We have successfully reached financial and non-financial settlements in many cases and are pleased to see our clients empowered by seeking justice.



**68%** DLA Piper lawyers in Asia were involved in pro bono in 2021.



**29** hours on average of pro bono worked per person by our Asian colleagues in 2021.



**100** pro bono matters opened in Asia in 2021.



**4,580** total hours of pro bono completed by our lawyers in Asia in 2021.

### *Addressing internal displacement*

Our lawyers in Asia worked with the Internal Displacement Monitoring Centre on research focused on internal displacement policies in China, India, Australia, Torres Strait Islands, Vanuatu, Malaysia, Papua New Guinea, Fiji, New Zealand, Singapore, and Japan. This project will produce the first regional analysis of policies, laws and regulatory frameworks linked with internal displacement in Asia and the Pacific. Its objective is to inform governments of successful examples in addressing this phenomenon.

### *Supporting the refugee community*

We have rolled out several pro bono projects to empower refugees and asylum seekers in different Asian countries. In Hong Kong, we participate in the Duty Lawyers Service's Legal Assistance Scheme for Non-refoulement Claimants on a pro bono basis. Our lawyers represent non-refoulement protection claimants referred by the Duty Lawyer Service in their claims with the Immigration Department. We also organised a 6-weekly Know Your Rights programme with Branches of Hope and Pro Bono HK to provide basic legal education to 30 refugees and asylum seekers to meet their everyday legal issues. The Hong Kong office also represented eligible refugees in applying for permission to work, so they could live a life in dignity before resettling in another country. In Thailand, we continue to work with the International Rescue Committee to develop legal education materials for the refugees/asylum seekers in the IRC's refugee camps. We also conducted research for Host International on refugees' access to banking services in Thailand.

## Our environment

### Implementing energy and resource efficiency measures

Our offices in Asia have adopted a range of energy and resource efficiency measures, including implementing secure printing and double-sided printing to reduce paper use, recycling of secure shredded paper, replacement of plastic water bottles with reusable glass water bottles and use of movement detecting light sensors, time-controlled lights and LED energy saving lamps and bulbs.

### Raising awareness about plastics recycling in Thailand

In our Bangkok office, we have begun raising awareness about collecting and recycling stretchable plastic. The campaign targets the recycling of plastic bags and film. The items collected in our office are transferred to a Won Project Collection Point.

### Tackling air pollution with pro bono clients

DLA Piper offices in the Asia Pacific region provided pro bono assistance to various clients focused on tackling air pollution. For example, the Beijing and Sydney offices advised Smart Air, a social enterprise that produces affordable air purifiers, on intellectual property rights protection in China and Australia. We also worked with Bank of America in a comparative study on air pollution control regulations for the Clean Air Network.

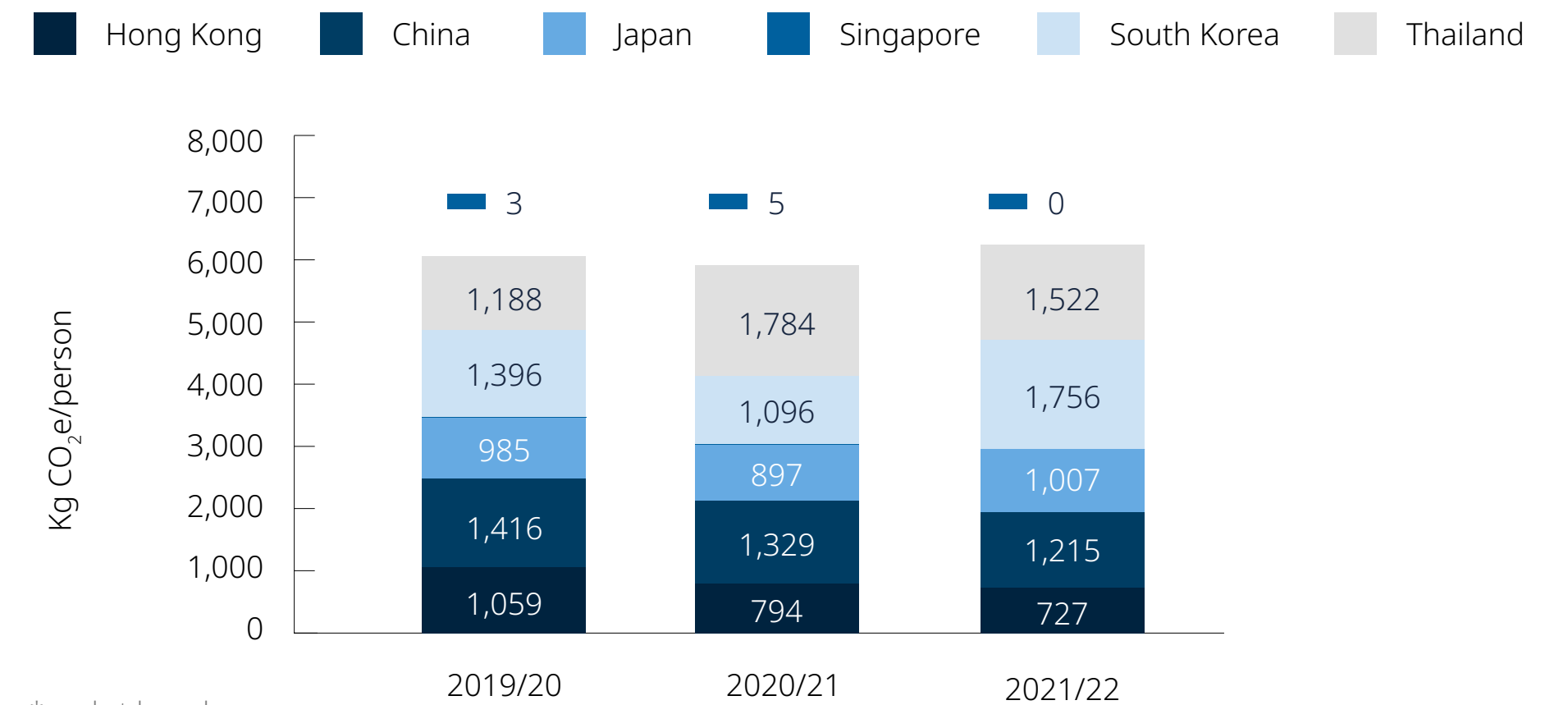
### COP26 CLIENT PANELS

In October 2021, Asia hosted a regional client panel with representatives from DBS Bank, Hitachi Ltd. and MTR Corporation, in which the panel addressed how some of the key themes arising from COP26 – transitioning to Net Zero, climate adaptation and resilience, reducing reliance on coal and climate finance – are affecting their business in the region.

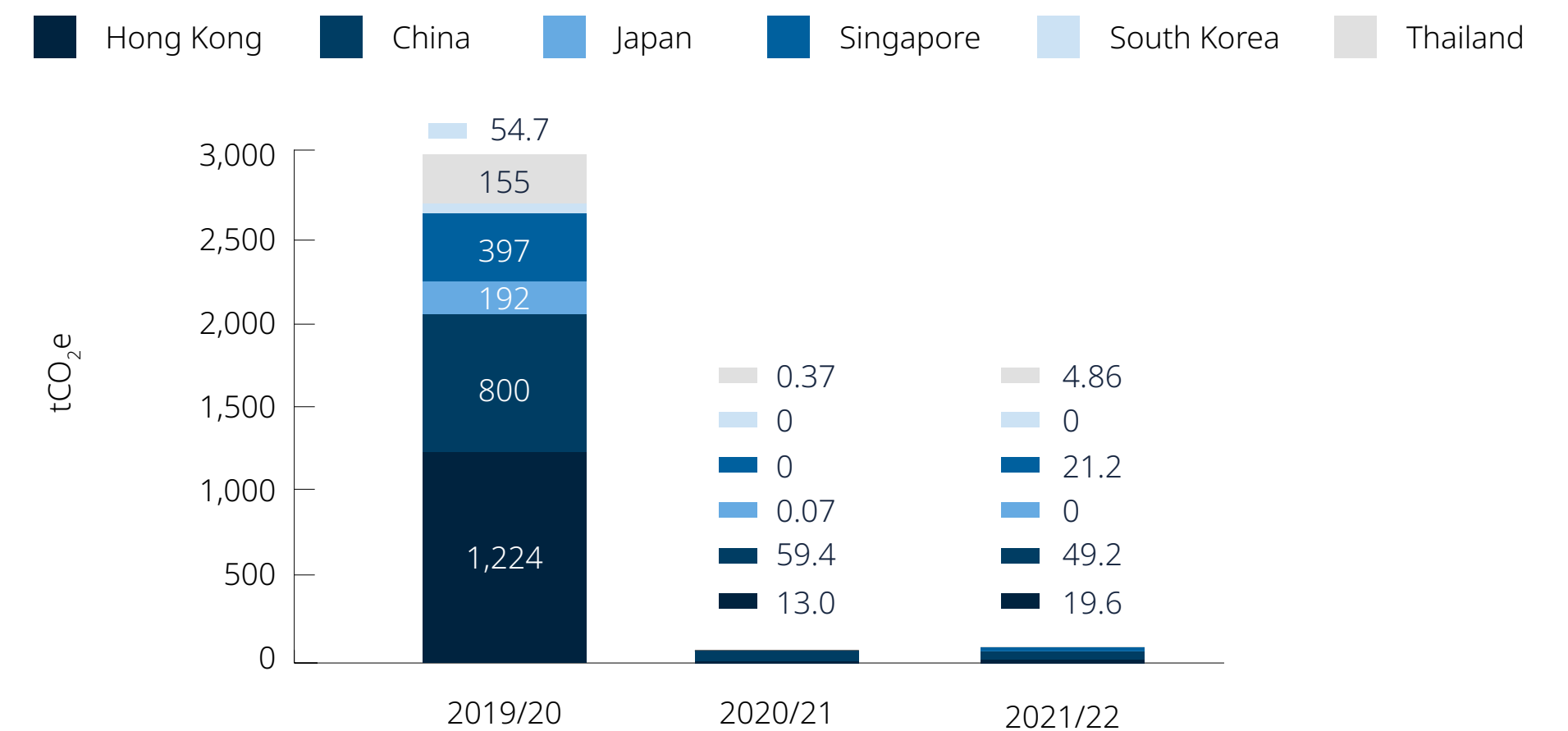


**11** eMission 2030 champions across our offices in Asia.

### Asia: Scope 1 and 2 emissions\* per person



### Asia: Business travel emissions





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## Australia

In Australia, the impact of 'ESG activism' on boardroom decision making is significant, this has resulted in businesses applying governance frameworks that allow them to begin reporting more robustly on selected ESG areas while meeting investor expectations. In 2022 Australia saw an exponential rise in 'climate change litigation per capita more than any other nation' and this is a trend that is expected to continue well into the future.

With the inauguration of the new Labor government, Australia has bolstered commitments towards decarbonisation. The Government has lodged an updated Nationally Determined Contribution (**NDC**) with the United Nations Framework Convention on Climate Change secretariat which sees Australia pledge to cut greenhouse gas emission to **43%** below 2005 levels by 2030.

Australia's new government has also started to tackle issues pertaining to an Indigenous Voice to Parliament, with a proposed set of words to be added to the constitution to enshrine an Indigenous Voice to Parliament being revealed mid 2022. This Voice to Parliament makes up part of the Uluru Statement from the Heart and reflects a growing sentiment from the Australian community for progress on recognition and better outcomes for First Nations peoples to be made.

As ESG topics become more popular for brands, investments, and organisations alike, several watchdogs and regulators in Australia are cracking down on 'greenwashing'.

The Australian Competition and Consumer Commission (**ACCC**) announced in March, 2022 that amongst their 2022/23 compliance and enforcement priorities environmental and sustainability claims would be included. The ACCC will be closely scrutinising businesses making environmental and sustainability claims, including claims about consumer goods, manufacturing, the energy sector, and carbon neutrality.

Similarly, the Australian Securities & Investments Commission (**ASIC**) has warned fund managers and super funds against greenwashing. ASIC have issued new greenwashing guidelines to ensure that claims and promotional materials relating to investment products do not include misrepresented environmental or ethical claims.

### Our offices in Australia



**9%** of our people are based in Australia.



**4** DLA Piper offices in Australia.



There is a very strong focus on ESG issues amongst the Australian public and business community. Key trends are focussed towards climate change impacts in Australia (drought, fires and floods have been prevalent in recent years); the importance and challenges of energy transition given our strong natural resources sector and the vast size of our country; diversity and inclusion; and reconciliation with Aboriginal and Torres Strait Islander people.

Businesses have stepped in to fill a void of federal government regulation in relation to climate change, but a new government was elected in May 2022 which has now committed to a 43% reduction in carbon emissions by 2030.

During 2020/21 we made some good progress within the firm across the ESG landscape, particularly in our focus on diversity & inclusion, commitments under our Reconciliation Action Plan (RAP) and an increasing focus on environmental issues. We expect this to continue in 2022/23, where we will have a strong focus on implementation of the firm's commitments to reduce emissions in our supply chain and advancing our RAP.

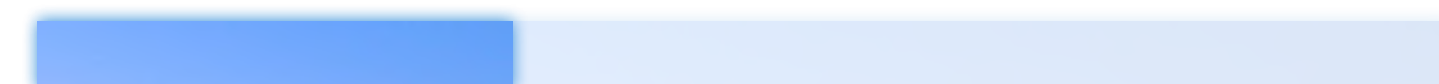
**Amber Matthews, Country Managing Partner, Australia**



Australia in 2022



28.8% partners are women.



33.3% of newly promoted partners were women.



87% colleagues would recommend DLA Piper as a good place to work.



89% colleagues say DLA Piper's culture is inclusive to all people regardless of differences.



84% colleagues agree that the firm offers sufficient flexibility to support a healthy work life balance.



7 hours on average per person during the year spent on upskilling\*.

\*in APAC as a whole, including Australia.

Our people

Diversity and inclusion

*Fertility Leave and Domestic Violence policies in Australia*

In 2022 in our Australian offices, we launched the industry leading Fertility Leave Policy, which includes services to support employees with family planning, parenthood, and carer responsibilities. And in 2021 we launched a Domestic and Family Violence and Sexual Assault Policy, which provides financial, psychological, and logistical support for those experiencing domestic violence or supporting a family member or a friend.

In 2022, DLA Piper Australia achieved and maintained its citation for nine years in a row as 'Employer of Choice for Gender Equality' with the Workplace Gender Equality Agency (WGEA). We are a proud Silver Level, Employer of Choice, awarded in 2021 for Australian Workplace Equality Index (AWEI), LGBT+ inclusion in a workplace.



### GENDER PAY GAP IN OUR AUSTRALIAN OFFICES

In Australia we have long been committed to equality and have consistently submitted and achieved compliance with the annual WGEA Gender Equity Report. DLA Piper has already exceeded our 2023 WGEA gender pay gap target by 0.5%.

In 2022, the WGEA data gender pay gap report indicated that Australia's national gender pay gap is 13.8%. With our continued commitment to work towards achieving parity, DLA Piper has a pay gap of 12.5%, this is 1.3% lower than the national average. Looking at gender pay gaps based on like-for-like roles and position to market, our current gender pay gap overall is 0.3% in favour of females, as a result of the recent July 2022 salary review.

In addition, since 2014, DLA Piper has participated in the rigorous WGEA Employer of Choice for Gender Equality recognition program. We have consistently held a citation as an Employer of Choice for Gender Equality.

### *Cultural Training in Brisbane and Sydney*

In October 2021 our Brisbane and Sydney offices provided cultural competency training to our people. Corporate Culcha provided online cultural competency training for the Sydney office. Corporate Culcha's programme is designed to expand thinking and understanding about the Aboriginal and Torres Strait Islander community, their history and contemporary issues; and to facilitate understanding between staff, our client base and the Aboriginal and Torres Strait Islander community.

## Nurturing talent

### *Mentor Programme for our Secretarial Community in Australia*

In 2022, we launched a mentor programme for our Secretarial Community in Australia, providing our secretaries opportunities to connect with peers, and access to the wealth of skills, knowledge and expertise that exists within our firm. This 6-month programme aims to capture the continuous nature of professional development and enables collaborative connections through sharing of knowledge, ideas, and strategies. A flexible framework of both formal and informal development activities benefits both individuals and partnerships, so our people can continue to use this development approach throughout their careers.

### *CareerTrackers Programme in Australia*

Over the past five years, DLA Piper Australia has partnered with CareerTrackers, a national purpose-driven organisation that supports pre-professional Indigenous university students and links them with employers to participate in paid, multi-year internships. In total, we have had thirteen interns between 2014 and the summer of 2021/22 and in FY 21/22 we welcomed four CareerTracker students, one of which returned for a third internship.

### *Australia's Mentor@LAW Programme*

First launched in 2021 by the LAW network, and with a second cohort commencing in 2022, this programme maps junior mentees with senior mentors in the firm. The programme provides development sessions over six months, focusing on sharing experiences and building confidence in navigating different stages of careers. A blend of formal learning, interactive workshops, webinars, resources, templates, and articles support the ongoing development of both mentee and mentor.

## Employee health and wellbeing

### *Trauma training in our Australian offices*

As many of our lawyers have supported the humanitarian efforts in Ukraine and Afghanistan, we offered "Vicarious Trauma" training via a registered psychologist to our teams. We wanted to ensure our people had the right tools to work with such vulnerable clients fleeing war-torn countries and to protect their own psychological wellbeing while doing so, to ensure our people can continue to perform this important work to a high standard.

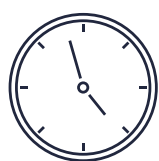
Our Australian offices are foundation members of Corporate Mental Health Alliance Australia (CMHAA), through which we have committed to mental health wellbeing through partnering with other organisations to share knowledge and initiatives to benefit all.



**79%** DLA Piper lawyers in Australia were involved in pro bono in 2021.



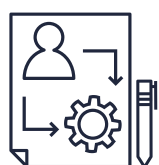
**77 hours** on average of pro bono worked per person by our Australian colleagues in 2021.



**15,447** total hours of pro bono completed by our lawyers in Australia.



**88** pro bono matters opened in 2021 in Australia.



**4** CareerTrackers scholars supported in Australia in 2021/22.

## Our role in society

### *Developing our fourth Reconciliation Action Plan*

Our first Reconciliation Action Plan (**RAP**) was solidified in 2012, and we are currently developing our fourth RAP. As part of this we are reflecting on the improvements we can make to ensure that our reconciliation journey continues to be just, equitable, sincere, and impactful.

We are committed to being a socially responsible and inclusive business and our RAP underpins our efforts to engage with Aboriginal and Torres Strait Islander people, businesses, and organisations.

By using our unique strength as a global law firm we can improve access to justice and support Indigenous empowerment through economic growth.

### *Supporting the National Aboriginal Sporting Chance Academy (NASCA) in Australia*

As part of our Reconciliation Action Plan, DLA Piper has partnered with NASCA (the National Aboriginal Sporting Chance Academy) to provide pro bono and community engagement work.

NASCA uses structured sporting and cultural programmes to harness the educational, employment and health aspirations of Aboriginal and Torres Strait Islander young people.

One of NASCA's key programmes involves sending teams of volunteers from all over Australia to spend a week in remote Aboriginal communities in the Northern Territory and Western Australia, coaching, mentoring and inspiring school students to achieve their potential. Since 2018 we have sent seven DLA Piper colleagues to spend a week volunteering in remote communities.

### *Birth Certificate Clinic*

Lack of birth registration is prevalent among Aboriginal and Torres Strait Islander Peoples. Not having a birth certificate further exacerbates disadvantage in terms of accessing education, a driver's licence, health, employment, and housing. It affects every aspect of someone's day-to-day life.

Since 2017, DLA Piper has been assisting people whose births have never been registered to access a birth certificate. We also work with the Office of Births, Deaths and Marriages (**BDM**) in each state to improve their policies and procedures for late birth registrations to make it easier for people who do not have a birth certificate to access one.

We have assisted 13 Aboriginal and Torres Strait Islander People to obtain their birth certificate. In FY 21/22, we assisted four Aboriginal and Torres Strait Islander People on birth certificate related matters.

In FY 21/22, we seconded two lawyers to the Civil Law and Human Rights Team at the Victorian Aboriginal Legal Service, who provided more than 300 hours of pro bono support.

### *Challenging racial discrimination*

In collaboration with the Victorian Aboriginal Legal Service and the Human Rights Law Centre, DLA Piper commenced legal action on behalf of an Indigenous man challenging the Australian pension age as being racially discriminatory on the basis that an Indigenous Person in Australia has a lower life expectancy than a non-Indigenous person, and therefore an Indigenous person enjoys the right to the old age pension to a lesser degree than a non-Indigenous person. The matter will be heard by the full bench of the Federal Court in 2023.



### **OUR PARTNERSHIP WITH NGAKKAN NYAAGU**

NGNY (Ngakkan Nyaagu Pty Limited) is a 100% Aboriginal owned and operated digital services agency, founded in 2014. The agency coined the term “Indigenous Digital Economy”, which aims to identify and build on the ways in which technology can positively impact Aboriginal and Torres Strait Islander culture and community sustainability.

NGNY delivers tailored digital solutions that enhance the Indigenous Digital Economy and ultimately aims to impact sustainable growth and opportunities for Aboriginal and Torres Strait Islander people. NGNY also provides educational and employment opportunities, as well as facilitates an online business marketplace that offers a pathway into economic participation for Indigenous owned and operated businesses.

A DLA Piper team led by Dylan Burke (Partner, DLA Piper, Melbourne) is working with NGNY on employment law advice, IT contracting issues, intellectual property ownership, and corporate structuring as it prepares for its next phase of growth and development.

There is a clear and genuine alignment of values between NGNY and DLA Piper; enabling the fullest economic participation of Aboriginal and Torres Strait Islander people in Australia’s future is hugely important, and DLA Piper is committed to doing what we can to help NGNY continue to scale this impact.

Liam Ridgeway and John Saulo, co-founders of NGNY, commented on the work that DLA Piper is doing with NGNY:

“DLA Piper gives us access to a wealth of advice and resources that assist us to address our social impact and commercial goals. Having the support of DLA Piper gives us the confidence of knowing that our structure and operations are fit for purpose and best-in-class, and this frees us up to focus on growing our business and fulfilling our strategy. The alignment of values between our organisations is clear, and we look forward to continuing to build on this relationship”.

### *Serving Australia’s ‘missing middle’ through Wallumatta Legal*

In 2021 DLA Piper and Macquarie University in Sydney set up [Wallumatta Legal](#), a low fee, not-for-profit family law firm providing for family law clients in the ‘missing middle’. Wallumatta Legal aims to serve the significant group of people in our community who do not qualify for government funded legal aid but cannot readily afford the prevailing private solicitor rates.

Wallumatta Legal utilises the latest innovations in legal technology to create efficiencies and enhance clients’ experience. With fixed fee pricing and unbundled services, clients can be provided with options for legal assistance based on their individual needs and circumstances.

Already in its first few months of operation, Wallumatta Legal has been having an impact on clients’ lives. In the words of Vivian Galanis, its Principal Solicitor:

“Our clients find themselves in urgent situations relating to their children or financial issues, with little knowledge of the legal system and limited capacity to self-represent. So far, we have represented clients from all walks of life, helping people get out of difficult domestic violence situations, reconnecting parents with their children, and seeking urgent injunctions preventing parties from disposing of property”.



## Our environment

### Working collaboratively with the legal sector

DLA Piper Australia is one of the foundation members of Australian Legal Sector Alliance (**AusLSA**). AusLSA is an inclusive alliance of law firms formed in 2012 whose mission is to work collaboratively to promote sustainable practices across the legal sector.

### CEO Beach Clean-up

In 2021, our Australia Country Managing Partner organised colleagues to participate in the CEO Beach Clean-up. The event focused on raising awareness about the impacts of plastic pollution, which is a huge threat to oceans, marine life and the broader environment. This proved to be a great experience for staff and leadership.

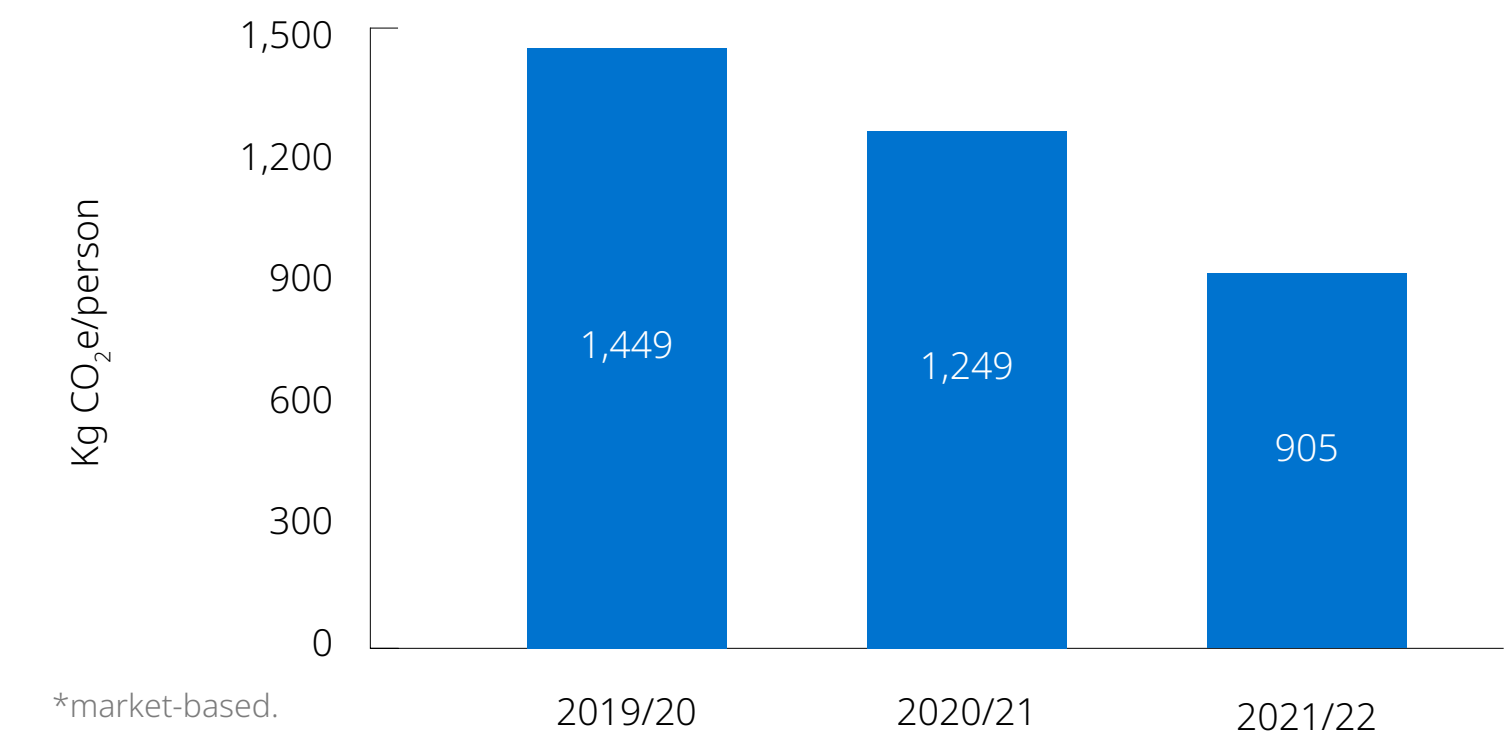
### COP26 CLIENT PANEL

In December 2021, our Australian practice organised a client panel event to discuss the outcomes of COP26, the steps businesses can take to support climate change mitigation strategies and the transition to Net Zero. Our Australia Country Managing Partner, Amber Matthews, facilitated the panel discussion, exploring the challenges associated with the transition to Net Zero and the steps they are taking on their journey to meet their Science-based Targets.

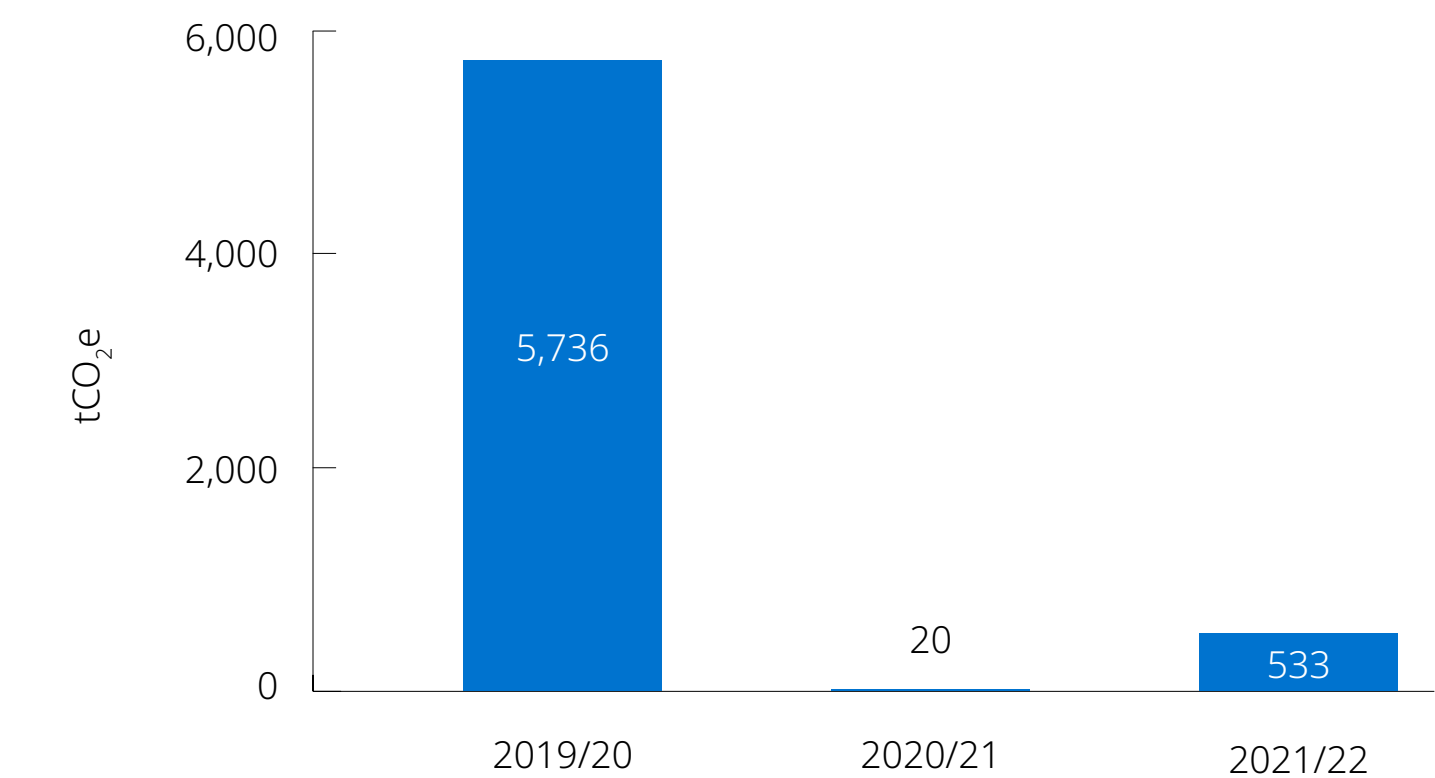


**15** eMission 2030 champions across our offices in Australia.

### Australia: Scope 1 and 2\* emissions per person



### Australia: Business travel emissions



## Middle East and Africa

The sustainability and ESG agenda is rising in importance in the Middle East and Africa.

In an early 2021 survey of Middle Eastern CEOs by PwC, **46%** of regional respondents said that they aim to increase investments in ESG and sustainability initiatives over the next three years as part of their post-pandemic transformation planning. The UAE is a signatory to both the Paris Agreement and the UN Sustainable Development Goals. Other initiatives include Energy Strategy 2050, which aims to increase the contribution of clean energy in the total energy mix from **25%** to **50%** by 2050; the UAE Green Agenda 2015-2030, an overarching framework of green economy actions; and the National Innovation Strategy, a plan to stimulate innovation in a number of key sectors, including renewable energy. Similar to trends across other regions, the Abu Dhabi Securities Exchange (**ADX**) and Dubai Financial Market (**DFM**) recently introduced ESG disclosure guidelines.

ESG is rising in importance on the African continent as well, especially when it comes to securing foreign investment for large infrastructure projects, sustainable and inclusive financing and emphasis on transforming extractive industries to pivot to manufacturing, technology and services. A key collective effort coming out of the continent is the African Continental Free Trade Area (**AfCFTA**) agreement which is expected to leverage the opportunities of an emerging single market to drive and enhance socioeconomic growth on the continent, allowing businesses to buy and sell goods or services more easily in accordance with global ESG standards. It also looks to incorporate MSME's into the global trade equation thereby diminishing the trade finance gap. The agreement has been signed by all but one country – Eritrea. Additionally, every nation in Africa has submitted their “Nationally Determined Contributions” plans (**NDCs**) to the United Nations. NDCs are national plans for climate change mitigation, including greenhouse gas emissions reduction.

### Our offices in Middle East and Africa



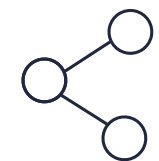
**4%** of our people are based in Middle East and Africa.



**5** DLA Piper offices in Middle East.



**2** DLA Piper offices in Africa.

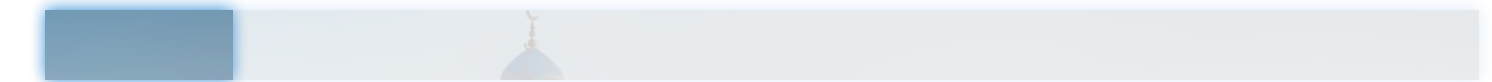


**20** relationship firms in Africa.

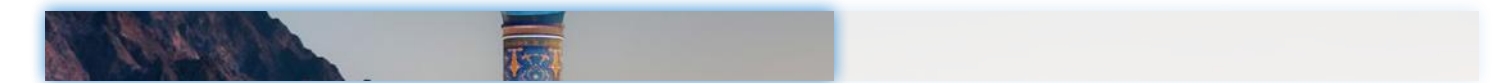


**2** cooperation firms in the Middle East.

### Middle East and Africa in 2022



**13%** partners are women.



**55%** lawyers are women.



**87%** colleagues would recommend DLA Piper as a good place to work.



**83%** colleagues say DLA Piper's culture is inclusive to all people regardless of differences.



**74%** colleagues agree that the firm offers sufficient flexibility to support a healthy work life balance.



**5.5 hours** spent on average per person during the year on upskilling.

Please note, all data and examples presented in this section do not include our relationship or cooperation firms in Middle East and Africa, unless explicitly stated.

The Middle East is undergoing a rapid transformation driving economic growth, introducing new legislation, attracting and retaining talent, diversifying economies and improving overall quality of life. The national visions set out by individual countries in the Middle East are underpinned by strategic ESG activity. We are well placed to help our clients with this change.

We are a leading adviser in renewable and energy transition projects across the region and recently advised on a green financing project intended to provide funds for projects in electricity transmission and distribution that contribute toward mitigating environmental impact. Earlier in the year we welcomed DLA Piper Partner and Rt. Hon. the Lord Mayor of the City of London, Vincent Keaveny, as we hosted a roundtable lunch in Muscat to discuss green hydrogen investment in Oman. Attendees included the UK Ambassador to Oman, Omani government representatives and senior representatives from developers, investors and advisors in renewable energy projects.

Over the past year we have continued to advise our clients on the impact of updated legislation as Middle East governments implement legislation and regulation needed to support their respective national visions. We are also a key adviser in drafting such legislation for governments across the region.

In the community, we are key contributors to pro bono work in the region. Since 2017, our offices in the Middle East have

been working, on a pro bono basis, with the charitable UK-based NGO, Human Rights at Sea, whose focus is on ending human rights abuse throughout the maritime environment. Additionally, in the past year we led an initiative created to address gender balance in the construction industry in the Middle East which involved a select group of 15 construction industry leaders, across a range of stakeholders.

The region is constantly growing and developing with ESG at the forefront this change. We are committed to supporting the region with the development of ESG solutions and our clients with their ESG agenda.

### Peter Somekh, Regional Managing Partner, Middle East and Africa



Conversations around ESG have become a megatrend that is influencing national regulations as well as investor and corporate behaviour globally. There is increased spotlight in Africa as the continent's political and corporate leaders embrace ESG in their policies.

Owing to several factors, including the COVID-19 pandemic, companies across Africa continue to experience increased demands and expectations regarding how they

conduct business. To this end, companies are making investments to meet these demands and expectations. At the national levels, looking ahead to COP27, dubbed as the 'African COP', many African nations will push for the fulfilment of pledges and commitments made by developed countries in relation to adaptation funding, seen as crucial for achieving a just transition.

As the focus on ESG becomes more pronounced on the continent, DLA Piper Africa which has regional experts is well positioned to offer to the public and private sectors robust advice around ESG, blending international and local perspectives. Engagements with the public and private sectors have already commenced including a client event in Kenya hosted by DLA Piper Africa on the role of in-house counsel in managing ESG strategy and risk and a webinar on building an ESG competent board for companies facilitated by the DLA Piper Africa firm in Nigeria.

DLA Piper Africa is also working to meet its own ESG targets. We are partnering with Oxford Economics to unpack the social impact of our business in Johannesburg, and our firms in Nigeria and Kenya. This research will reflect on the impact of our community programmes, pro bono practice, our operations and our client advice, which is unique in the legal industry and will help us consolidate our ESG strategy and offering.

In the last year we've continued to increase our engagement of our own people on ESG topics. In Johannesburg, we hosted

a Pride Day lunch and talk, and in Morocco we supported the We4She Association in promoting the status of women in business on the African continent. We also had 11 learners participating in the YES programme in South Africa, which aims to reduce the unemployment rate in public and private sectors. In Kenya, we launched Head Start, a programme designed to practically and holistically support talented young people from lower socioeconomic backgrounds to pursue tertiary education and learn life skills that improve societal values and employability. We continue to offer opportunities and local mentors to DLA Piper Fellows on our Global Scholarships Programme, who are outstanding law students from six countries in Africa.

Our pro bono work has also supported many important causes, including women's participation in climate discourse in the region, and empowering women and girls with access to better health services.

We are committed to doing our part in contributing to a more socially just and environmentally sustainable Africa, and over the coming years we'll continue to engage, empower and support our people on these issues.

### James Mburu Kamau, Chair, DLA Piper Africa and Managing Partner, IKM







## Our people

### Diversity and inclusion

In Casablanca, we are members of the We4She Association, which promotes the status of women in business in Morocco and more generally on the African continent.

In Johannesburg, our Iris team hosted a Pride Day lunch and talk, and a quiz night, in June as part of Pride Month.

Our offices in the Middle East have continued to invest in LAW Gender Balance Network initiatives with high-profile clients, including a Gender Balance in Construction series which has seen major players in the regional industry come together on a year-long project to implement actions around creating greater diversity in Middle East Construction. Actions include industry pledges through to joint social media campaigns.

### Nurturing talent

DLA Piper supports the YES programme in South Africa. This is a business-led collaboration with the government to reduce the unemployment rate across private and public sectors. We have 11 learners participating in the programme, who are placed in different sectors to gain experience as interns. DLA Piper covers the learners' salaries.

Our Dubai office is now in its second year of hosting graduates on the International Graduate Programme for a three-week internship programme, with 2022 being the first year this will be held in person. From the 2021 cohort, two trainees have been chosen to start their training contract (UK route to qualification) based out of Dubai from summer 2023 onwards. The International Graduate Programme will continue to be a source of talent for our Dubai-based training contract.

Saudization and Emiratization programmes will also remain a priority for the business as we demonstrate that we are committed to developing and investing in local talent and in the region.

### Our role in society

#### *Supporting women's voices in the climate discourse in South Africa*

In South Africa we are working with the Green Business College, the South African Local Governance Association, and Gender CC to discuss ways to support grassroots women's participation in climate initiatives and climate discourse.

#### *Raising awareness of human rights at sea in the UAE*

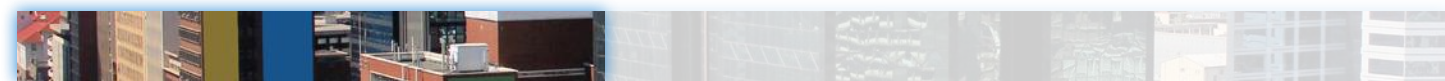
Our Dubai office is supporting Human Rights at Sea (**HRAS**), an NGO that raises awareness on human rights abuses at sea, with their launch of the Geneva Declaration of Human Rights at Sea. If successful, HRAS, supported by DLA Piper, will do a soft launch the declaration in the UAE post Ramadan.

#### *Empowering women and girls in Kenya via sexual and reproductive health*

DLA Piper has been working with the United Nation Population Fund (**UNFP**) on the legal structure of a Development Impact Bond on Adolescent Sexual Reproductive Health. The bond will help Kenya reach vulnerable adolescent girls with sexual and reproductive health (**SRH**) and HIV services to achieve gender equality and women's and girls' empowerment, reaching the furthest behind first.

*Supporting legal skills in the region*

Our lawyers in the Middle East continued to contribute to the firm’s high-quality pro bono work, including New Perimeter’s online legal teaching in Zambia. Our lawyers, alongside lawyers from GE, helped in the delivery of the effective legal drafting training on legal writing skills and techniques to graduate lawyers at the Zambia Institute of Advanced Legal Education (**ZIALE**).



**41%\*** DLA Piper lawyers in Middle East and Africa were involved in pro bono in 2021.



**28.5 hours\*** on average of pro bono worked by our Middle East and Africa colleagues in 2021.



**6,690\*\*** total hours of pro bono completed by our lawyers in Middle East and Africa.



**25** pro bono matters opened in 2021 in the Middle East and Africa.

\*The scope for remaining figures disclosed in the infographic above cover DLA Piper’s Middle Eastern offices and African offices and do not include DLA Piper’s Africa Partner firms.

\*\*Total pro bono hours for the Middle East and Africa include hours from DLA Piper’s Africa Partner Firms.

**Our environment**

*Planting trees in Casablanca*

With Casablanca Finance City, the DLA Piper Casablanca office will participate in an initiative of planting trees in order to improve soil and water conservation, store carbon, moderate local climate by providing shade and regulate temperature extremes.

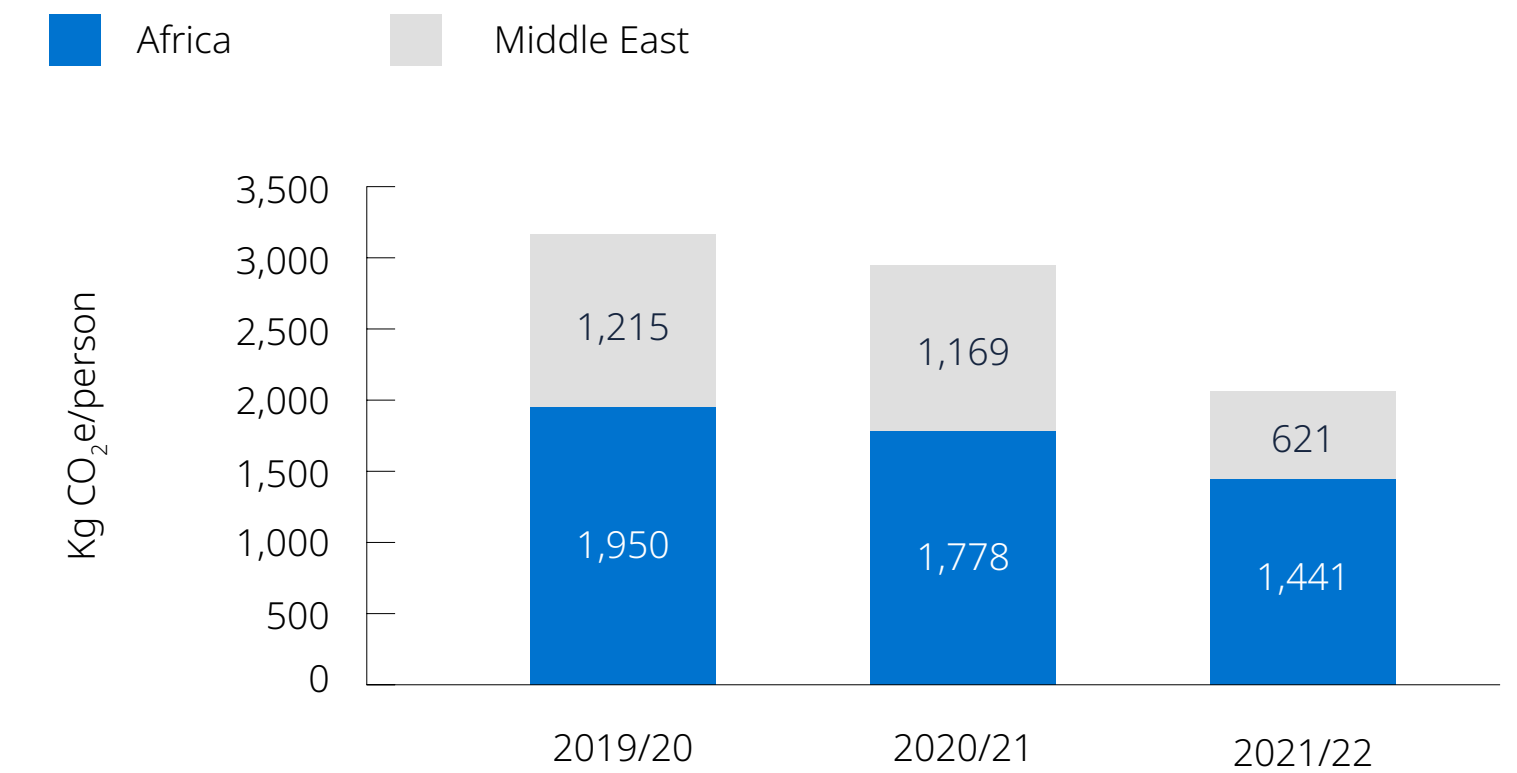


**9** eMission 2030 champions across our Middle Eastern and African offices.

*Exploring green hydrogen investment in Oman*

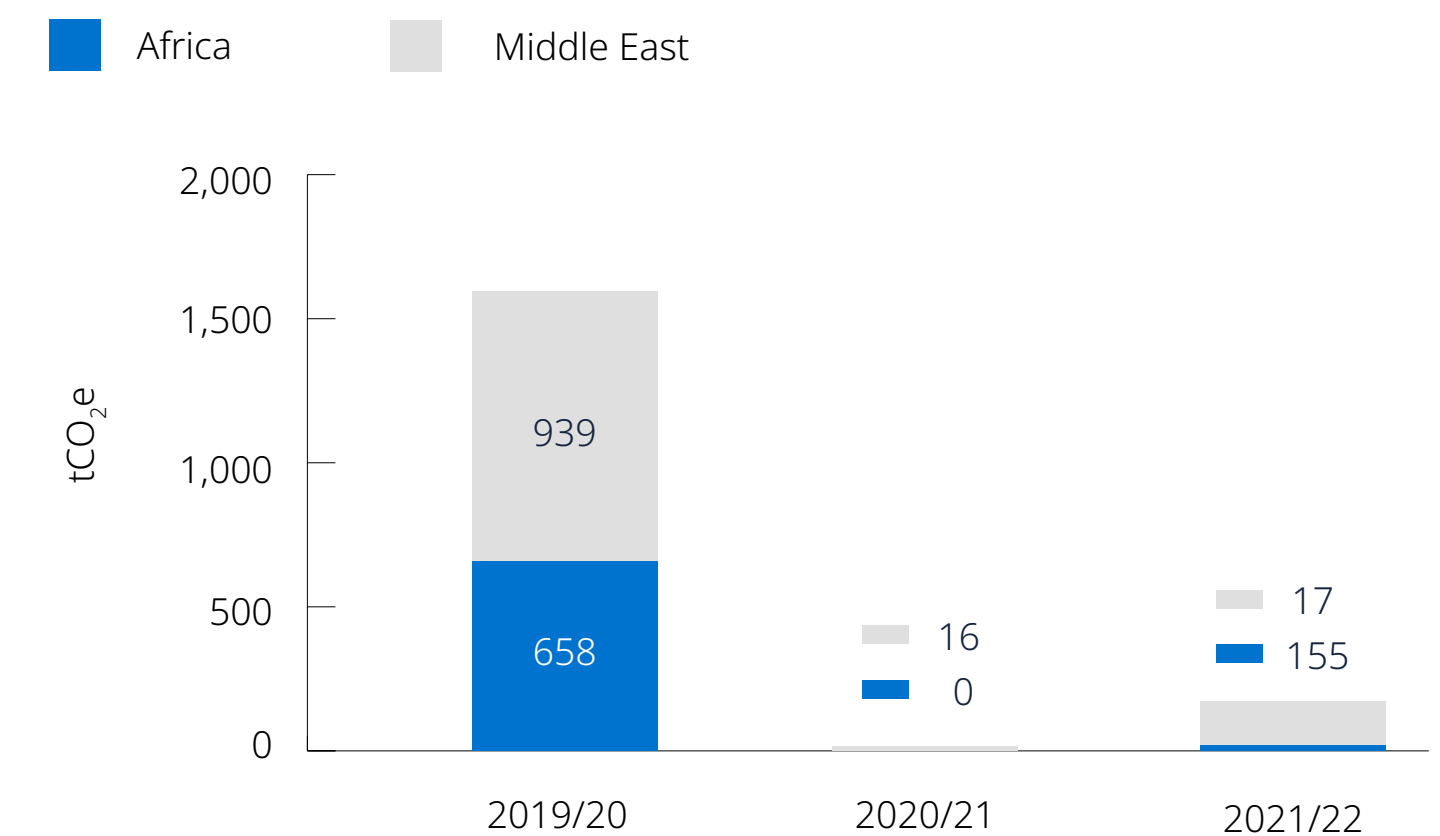
We welcomed DLA Piper Partner and Rt. Hon. the Lord Mayor of the City of London, Vincent Keaveny, in March, as we hosted a roundtable lunch in Muscat to discuss green hydrogen investment in Oman. Attendees included the UK Ambassador to Oman, Omani government representatives and senior representatives from developers, investors and advisors in renewable energy projects.

**Middle East and Africa: Scope 1 and 2\* emissions per person**



\*market-based.

**Middle East and Africa: Business travel emissions**



## UK and Europe

UK and Europe have remained clear global leaders in their positions on environmental and social action.

In June 2019 the UK became the first major economy to set a legally binding Net Zero by 2050 target. In November 2021, the UK became the first country to mandate TCFD climate reporting for companies. The European Green Deal was adopted in December 2019 and all 27 EU Member States have committed to turning the EU into the first climate neutral continent by 2050 by reducing emissions by at least **55%** by 2030, compared to 1990 levels.

Europe and UK, like other parts of the world, have been significantly impacted by the COVID-19 pandemic which has raised pressing questions around social and environmental progress. This has also spurred the 'Great Resignation' and questions around work-life balance and mental health.

### Our offices in UK and Europe



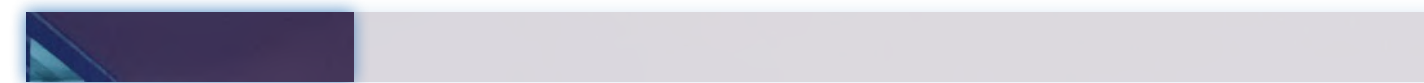
**80%** of our people are based in UK and Europe.

 **8** DLA Piper offices in the UK and Ireland.

 **25** DLA Piper offices in Europe.

 **1** relationship firm in Europe.

### UK in 2022



**23%** partners are women.



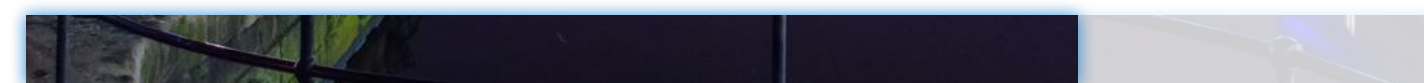
**33.3%** of newly promoted partners were women.



**84%** colleagues would recommend DLA Piper as a good place to work.



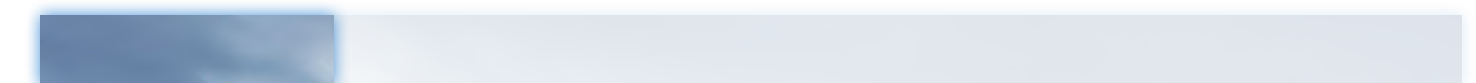
**80%** colleagues say DLA Piper's culture is inclusive to all people regardless of differences.



**74%** colleagues agree that the firm offers sufficient flexibility to support a healthy work life balance.

 **8 hours** spent on average per person during the year on upskilling.

### Europe in 2022



**20.6%** partners are women.



**55.6%** of newly promoted partners were women.



**81%** colleagues would recommend DLA Piper as a good place to work.



**79%** colleagues say DLA Piper's culture is inclusive to all people regardless of differences.



**63%** colleagues agree that the firm offers sufficient flexibility to support a healthy work life balance.

 **6.5 hours** spent on average per person during the year on upskilling.

Please note, all data and examples in this section do not include our relationship or brand integrated firms in Europe unless explicitly stated.

As the world progresses through the 'decisive decade', the UK and Europe continue to pave the way for leading ESG regulatory implementation. From the potential adoption of the Corporate Reporting Sustainability Directive, seen by many as an advance in the scope and depth of the current Non-Financial Reporting Directive, to the publishing of national Net Zero strategies for developing economic pathways to facilitate green growth. 2021 was a critical year for sustainability direction-setting, especially with COP26 in Glasgow, which gave countries a roadmap for ESG regulation and which DLA Piper was proud to support.

However, given the cost of living crisis, the war in Ukraine, and post-COVID transformations to how and where we work, it is clear that we cannot take action on climate without equally and carefully considering the impact of our business on people, communities and social systems more broadly.

Over the last several years in the UK, but increasingly internationally, we've been bolstering the firm's action on social mobility. In 2018 we signed the Social Mobility Pledge as the legal sector lead, and in 2022 we're releasing our first Advancing Socioeconomic Diversity report, which is an honest look at how we promote fair futures through outreach, recruitment, inclusion and advocacy efforts. This report is an example of our increasing commitment to transparency, reporting and goal setting in the Diversity, Equity and Inclusion (DEI) and Sustainability space. We have also reimaged the role of our People Networks which act as strategic sounding boards to our D&I team and report to our International Diversity and Inclusion Council.

Our lawyers in the UK and Europe have also been working hard to support Ukrainian refugee communities via our many pro bono initiatives. Through an online legal advice portal we've advised more than 4,000 Ukrainians and their families in need of legal information about services in the UK and across Europe. We have also established a number of pro bono clinics across Europe giving advice and providing access to much needed services in host communities.

I'm also proud to say, that despite turbulent times, we've made progress in decarbonising our business. Emissions per person in the UK and Europe from our direct activities, like energy use in our buildings, have reduced by 21% since 2019. We're the first law firm to have signed a corporate power purchase agreement, which will indirectly provide our European and UK offices with renewable electricity from a new-build solar farm. We're also in the process of moving several of our offices to more modern, climate-friendly and healthy buildings, which will further help reduce our carbon footprint and enable better health and wellbeing of our people.

We'll continue to push for progress in the coming years, and transforming our business towards one that thrives in a low-carbon, socially just world.

**Sandra Wallace CBE, Joint Managing Director,  
UK and Europe**



## Our people

### Diversity and inclusion

#### *Fostering social inclusion in the UK*

Recent studies confirm that law firms continue to lack social diversity. To uphold the rule of law, it's vital that lawyers and law firms should reflect our communities. Supporting people from lower socioeconomic backgrounds is therefore a key focus of our inclusion work, especially in the UK.

Over the last year, we have:

1. Increased our understanding of the challenges some students face in entering and succeeding in the profession, enabling us to break down barriers and broaden access.
2. Created holistic and thoughtful programmes which support young people from lower socioeconomic backgrounds, giving them practical support to help pursue a career in the legal profession.
3. Diversified routes to qualification by introducing alternative career paths such as apprenticeships.
4. Promoted the importance of improving social mobility through our senior leaders' participation in the Socioeconomic Development Taskforce.
5. Included a socioeconomic diversity question in our employee engagement surveys to better understand how people feel about the culture at DLA Piper.
6. Launched the Future Leaders network, supporting the Lord Mayor of London, Vincent Keaveny in his ambition to promote social mobility across the UK.
7. Launched a Social Mobility People Network in the UK.

For more about our efforts in understanding and improving socioeconomic diversity at DLA Piper, *look out for our forthcoming Advancing Socioeconomic Diversity report.*

**17<sup>th</sup>**

In November 2021 we were ranked 17 out of 75 organisations in the UK's Social Mobility Employer Index, run by the Social Mobility Foundation. In 2019 we ranked 18<sup>th</sup>.

**115<sup>th</sup>**

DLA Piper UK ranked 115<sup>th</sup> (out of 403 employers) in the UK Workplace Equality Index 2022, which assesses an organisation's actions and progress on LGBT+ equality across eight areas.

*Gender and ethnicity pay gaps in our UK offices*

As of April 2021, our median gender pay gap for all employees increased to **17.0%**, up slightly from **16.8%** in April 2020. This is lower than the legal sector average of **20%** pay gap in 2021, as [analysed](#) by the Law Society. Our gap mainly results from the fact that **70%** of employees in the lowest pay quartile are females.

For our partners, the median gender pay gap narrowed to **14.1%** (down from **24.7%** in 2020) and our median gender bonus gap reduced to **20%** (down from **40%** in 2020).

Our ethnicity median pay gap for all employees increased to **1.7%** in April 2021 (up from **-3.1%** in April 2020). The increase was driven by our focus on increasing diversity of entry level talent, where the population of black, Asian and other minority ethnic groups has increased. For partners, we saw a slight decrease in the median pay gap and continue to see a zero bonus gap.

You can download our latest UK Pay Gap Report [here](#).

**UK PLEDGES AND COMMITMENTS**

In the UK we are signatories of the [Race Fairness Commitment](#), a mutual pledge to strive for racial equality within legal organisations.

We also joined the UK pilot of the [Mansfield Rule](#) – an initiative to boost the representation of diverse lawyers in law firms by gender, ethnicity, LGBT+ status and disability. The pilot is helping us learn how to step up our progress against our D&I goals. We will hear about our results from Diversity Lab in late summer and as next step will participate in Mansfield Rule UK 2.0.

*Making moves on diversity in Belgium*

Our Belgium office has joined forces with nine other law firms, members of Legal Diversity & Inclusion Alliance, with aims to diversify the legal profession so that it is a better reflection of society.

In the last year, our Belgium offices introduced a paid paternity leave and unpaid leave above the paid number of weeks.

We also held a 'Break the Bias' session with Annelies Verlinden (Minister of the Interior, Institutional Reforms and Democratic Renewal within the Belgian Government), who joined our female partners for a discussion on change and breaking biases. The insights were a reminder to us to continue to challenge our daily experiences, and that we still have a lot of room for improvement.

*Establishing first D&I committee in the Netherlands*

Our Amsterdam office established its first formal D&I committee. All employees were invited to join and the high number of applications confirmed that D&I is something that matters to all of us. All applications were considered to ensure we create a committee that supports its own purpose: being diverse and inclusive. The new Amsterdam D&I committee (including three Partners) has made its start with a kick-off meeting in March.

## Nurturing talent

### *Becoming carbon literate*

In 2022 we rolled out our pilot Carbon Literacy training in the UK. Over two days, participating colleagues from all areas of the business learned about the basics of climate science, the firm's carbon impacts, how to talk to others about climate change, reduction opportunities and potential solutions. We have set a target for at least **80%** of our UK colleagues to become Carbon Literate by 2025, and from 2023 to begin rolling out Carbon Literacy training across other geographies.

### *Solicitor apprenticeships*

As part of our commitment to support people at the very start of their careers, we launched two legal apprenticeships in 2021 in our UK offices: a Solicitor Apprenticeship and a Service Delivery Apprenticeship.

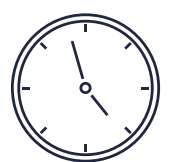
Legal apprenticeships provide access to career opportunities and high-quality training without the entry barriers and costs of higher education. Apprenticeships are increasingly seen as an attractive alternative to university for high potential school leavers.



**63%** DLA Piper lawyers in UK and Europe were involved in pro bono in 2021.



**41 hours** on average of pro bono worked per person by our UK and European colleagues in 2021.



**61,981** total hours of pro bono completed by our lawyers in the UK and Europe.



**700+** pro bono matters opened in 2021 in the UK and Europe.



**113** Head Start scholars supported in the UK in 2021/22.

## Our role in society

### *Domestic violence clinic in France*

With our partner *Droits d'urgence*, we give pro bono legal assistance to victims of domestic violence living in the Paris region. *Droits d'urgence* is a humanitarian association whose purpose is to undertake all actions facilitating access to rights for people in situations of social exclusion and vulnerability, as well as their families. The organisation arranges free legal advice sessions in a dozen hospitals, associations and prisons. Our volunteer lawyers from the Paris office participate in the legal consultations and meetings, alongside the association's experts specialised in the area of providing legal support to the victims.

### *Asylum Seeker Helpdesk in Belgium*

DLA Piper, in collaboration with the Brussels Bar, the NGO *Vluchtelingenwerk Vlaanderen*, and 28 law firms and immigration law specialists, set up a legal helpdesk in Brussels to assist asylum seekers arriving in Belgium.

Since January 2022, the government has been denying access to accommodation to single men seeking asylum in Belgium. To date, the helpdesk has received over 3,500 asylum seekers. Every afternoon, lawyers provide legal information, assess asylum seeker vulnerability and needs, and collect documentation for legal aid. The lawyers connect each applicant with an immigration lawyer who initiates a judicial procedure against the reception services and ensures that all asylum seekers have access to shelter for the duration of their asylum procedure.

As a result, the court has delivered 3,000 individual judgements requesting the reception agency to accommodate the applicants. The project also pursues advocacy efforts to call on the state to guarantee fair access to basic services to all asylum seekers, in compliance with the Belgian and international law.

#### *Showing support to our local NGOs in Slovakia*

Every year we participate in an event organised by the *Pontis Foundation*, which calls on companies to spend a day doing charitable work in Slovakia. In 2021 colleagues from our Bratislava office helped at the non-governmental organisation *Andreas*, which supports children and young adults with autism spectrum disorders. Our team of volunteers worked in the organisation's garden planting herbs and shrubs, mowing the lawn, and improving the vegetable garden with a compost pile.

#### *Supporting the growth of pro bono in Europe*

Led by DLA Piper, the European Pro Bono Initiative (**EPBI**) recently published a report on how different bar associations view and support pro bono work in Europe. The report considers a range of important topics – including the legal impediments to pro bono work in Europe – and is a valuable resource for Bar Associations in Europe to engage more robustly with lawyers undertaking pro bono projects.

#### *Supporting Ukrainian refugees*

Since early 2022, our lawyers have been focusing on supporting Ukrainian refugees, via new projects as well as through the expansion of our long-standing Know Your Rights Programme. Read more about our efforts in *section 4.2 Social justice and capacity building of the Sustainability Report*.

#### *Advancing socioeconomic diversity in the legal profession*

In the UK, we are a founding member of *PRIME*, an alliance of law firms dedicated to improving socioeconomic diversity within the legal sector. DLA Piper colleagues serve on the Advisory Board of *PRIME*, and in 2020/21 we developed a data-gathering project involving more than 60 members to help the alliance measure its impact effectively. Also in the UK, we work with organisations such as the City of London Socioeconomic Diversity Taskforce, The Sutton Trust and The Bridge Group to support our apprenticeship programmes.

Storytelling can be a powerful tool in improving social mobility, opening up conversations about the issue and helping people who face social barriers feel recognised and supported. We have developed several avenues for people to share their experiences, from our intranet to public events such as the *DiveIN Festival* or through the launch of initiatives such as the Employer's Social Mobility Alliance (**ESMA**) and the Social Mobility Awards (**SOMOs**). In 2021, we launched our internal campaign *One Voice Made of Many*, which celebrates the individual stories of our people and highlights their diverse backgrounds. Read more in *section 2.1 Diversity and inclusion of the Sustainability Report*.

#### **FUTURE LEADERS NETWORK SUPPORTING LORD MAYOR OF LONDON TO PROMOTE SOCIAL MOBILITY ACROSS THE UK**

In November 2021, DLA Piper Partner Vincent Keaveny began serving his one-year term as Lord Mayor of London, acting as a global ambassador for the City of London. Social mobility has been a key focus of Vincent's term, and to support him DLA Piper has set up an advisory group made up of Head Start scholars, junior lawyers and future leaders from across the UK. The group was asked to share their personal experience and generate ideas to practically support young people from lower socioeconomic backgrounds to define and reach their educational and professional goals.

In 2022, the group created a full day of training focused on developing the skills, confidence and resilience that young people from lower socioeconomic backgrounds need to access professional employment and succeed in their careers. The training was piloted in four cities across the UK and then shared more widely with other educational institutions.

#### *Breaking down barriers to employment*

*Women in Law for Women Refugees* is a professional mentoring programme designed to provide remote professional support to women refugees in the UK. The aim of the programme is to fill a gap in services provided to women refugees, build their confidence and professional skills, and offer support and companionship during a time of increased risk of isolation and vulnerability. The programme is sensitive to barriers that may prevent refugee women from speaking or working closely with men. As such, mentors from DLA Piper are comprised only of women.



The pilot version of the programme took place in the UK from mid-July to mid-November 2021. 28 DLA Piper employees participated (including lawyers and business service professionals) as mentors for 15 mentees. Mentors acted as role-models and friends to their mentees. They shared their skills, knowledge, networks, and experiences to provide support and a successful mentoring relationship by working collaboratively to set goals and solve problems, particularly those relating to professional progression in the UK. This support has helped many participants to reach their professional goals, build networks and improve their confidence and employability.

Following the programme, we conducted a review to assess its impact and effectiveness.

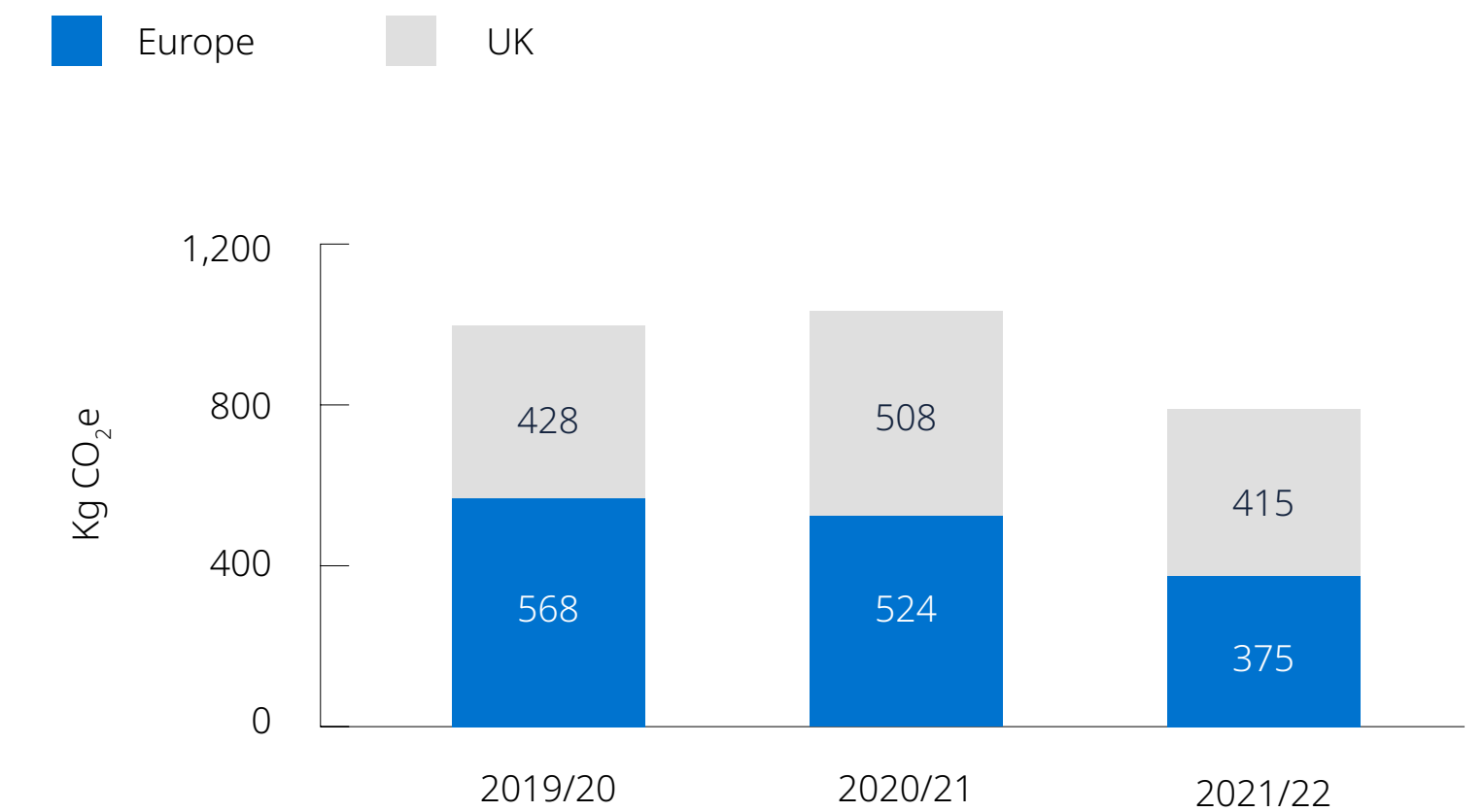
The key takeaways are:

- Professional mentorship for women refugees helps them to have a better understanding of the opportunities available in a professional environment for people with their skills and experience.
- It facilitates their integration and supports them to become more comfortable in articulating goals and applying for educational and training opportunities.
- Our mentees' level of confidence has increased and some managed to secure employment.

We are aiming to run an enhanced, longer, and more tailored version of the programme not just in the UK but also in other locations to ensure we have a greater impact and support more women refugees to better integrate into their new homes.

### Our environment

UK and Europe: Scope 1 and 2\* emissions per person



\*market-based.



*Going vegetarian on Mondays in the UK*

In early 2022, in our UK canteens we began meat-free Mondays. In our London office this means all café offerings are vegetarian, and in our other UK offices this means the main offered on Mondays is meat-free. We're collecting feedback from our colleagues and continuously learning about the best way to lower our catering-related carbon footprint.

In 2020, our UK offices committed to the Legal Renewables Initiative. This means we have pledged to source all electricity for all premises from certified, non-greenwashed 100% renewable sources by 2025.

*Using water responsibly in Leeds*

In our Leeds office, we have converted all men's urinals into waterless urinals. This reduces energy consumption and eliminates harmful chemicals.



**6 of 26** offices using 100% renewable electricity.



**132** eMission 2030 champions across the UK and Europe.

*Cycling to work in Germany*

We launched the 'Bicycle Project' in our German offices – it provides a lockable bicycle cellar and e-charger stations for e-bikes for employees who cycle to work. Our people are able to access the cellar with designated access cards. The Frankfurt office also provides colleagues with bike repair tool kits, containing a mini pump, a multi-function tool, a metal grater, a tyre lever, patches, glue and a metal rasp. In the near future, the office plans to hire 'work' bikes for its employees which they can use for commuting over short distances, such as to client meetings.

*Putting our Future Workplace guidelines into action in Madrid*

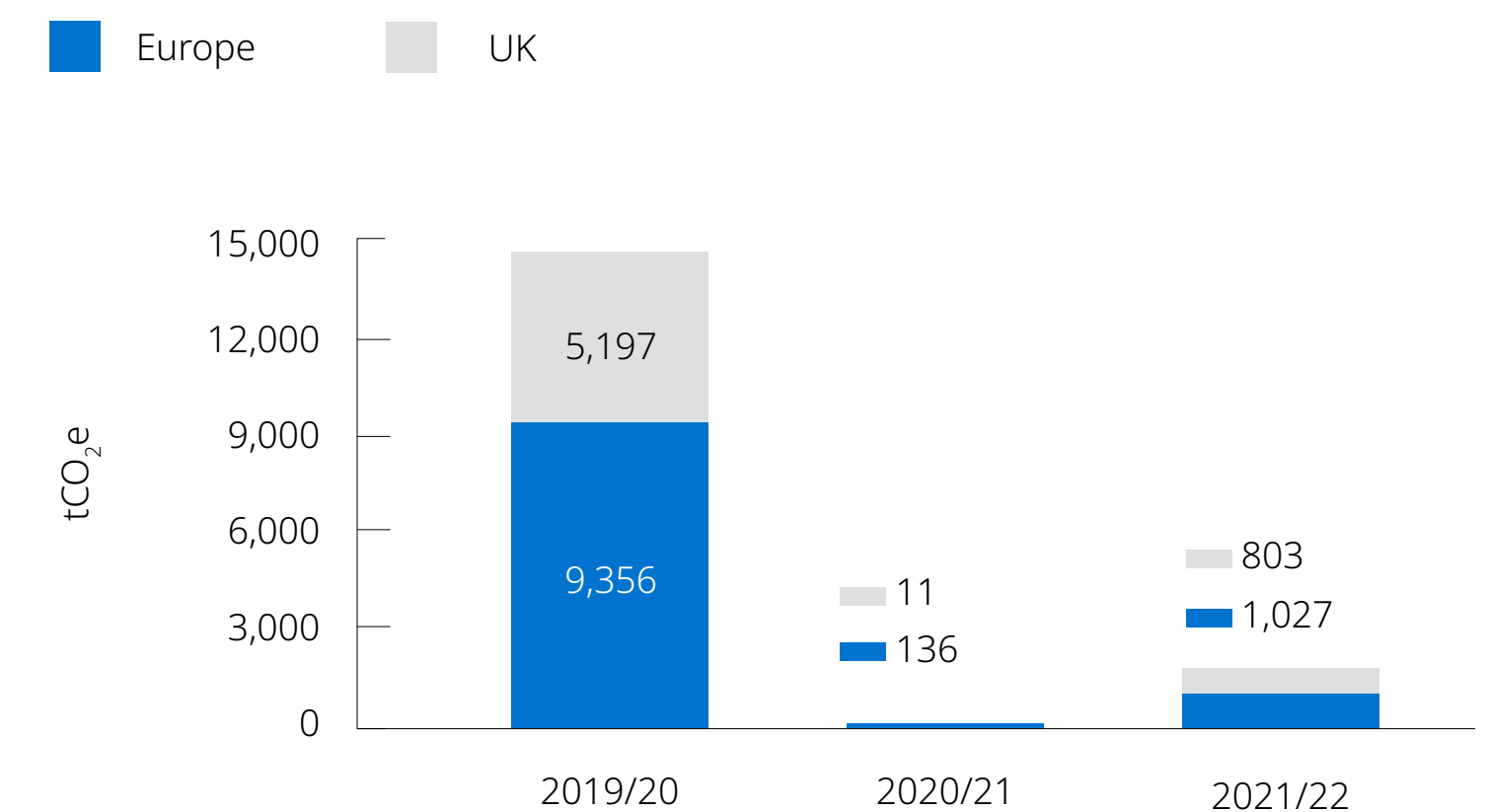
This year, our Madrid colleagues are relocating to a new building and are working to set up smart systems to monitor energy consumption, installing environmental management systems and obtaining environmental certifications regarding the implementation works and the new building as a whole, in line with DLA Piper's new Future Workplace guidelines. In June 2021, the Madrid office also achieved the LEED Gold (Leadership in Energy and Environmental Design) certification. DLA Piper Spain led certification efforts alongside its own internal environmental policy which mandates greater energy efficiency, and which is implemented across Spain's offices.

**SUPPORTING OUR CLIENTS ON THEIR SUSTAINABILITY JOURNEY**

In Germany, our lawyers have supported clients in a windfarm acquisition, in installation of a public charging network for battery electric, heavy-duty long-haul trucks and coaches across Europe, and in financing an extension of an ESG-linked syndicated loan agreement for bullet and revolving credit facilities, to name just a few.

We have also partnered with Carbon13, an environmentally-focused accelerator, to provide pro bono legal support to start-ups working on scalable ventures that have the potential to significantly reduce carbon emissions.

**UK and Europe: Business travel emissions**



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## US

Sustainability has also been making a stronger presence on US business agendas over the last several years. The US has a target to be Net Zero by 2050, and in late summer passed the Inflation Reduction Act, which includes USD\$369 billion in funds aimed at expanding renewable energy sources and lowering GHG emissions. Experts have estimated the bill could reduce America's emissions by about **40%** by 2030, compared with 2005 levels.

In March 2022, the US Securities and Exchange Commission issued a proposed rule that would enhance and standardize the climate-related disclosures provided by public companies.

Societal issues including immigration, women's rights, and the cost-of-living crisis is also high on business agendas.

### Our offices in the US



**26** DLA Piper offices in the US.



**2,929** people based in our US offices.



Over the last year, DLA Piper US has continued to bolster our internal and external efforts to tackle the most significant environmental, social, and governance issues facing our clients, our firm and our people. While DLA Piper US has continued to provide an array of services to our clients in these critical areas, we recognize our responsibility to drive impact that matters across the entire ESG spectrum to further our firm's global mission and that of our clients.

As a trusted firm dedicated to delivering value and quality services, we continue leading in the areas of pro bono and diversity & inclusion, and we remain focused on expanding our efforts in these areas. In addition, we are forging new environmental sustainability commitments of our own. This past year, DLA Piper US has been working toward a Science-based Target (SBT) commitment and target submission in 2022, as well as creating our internal governance structure, the Americas Energy and Climate Committee (AECC), to address the broader goals of environmental sustainability.

We will continue working to reduce our carbon emissions that will credibly and responsibly empower our people, partners, and peers. At the same time, we consistently work to strengthen our Sustainability and Environmental, Social and Governance (S&ESG) offerings to guide clients through their own ESG transformations.

An unwavering commitment is the first step to creating a more sustainable future for all, and we are excited by the opportunities to make an even greater impact within and outside our organization.

**Richard Chesley, Co-US Managing Partner,  
Managing Partner – Americas**



## Our people

### Diversity and inclusion

In the US, just like in all of our regions, we strive to enable and encourage each lawyer and business professional to participate in our diversity and inclusion (D&I) efforts, feel connected, be authentic, and experience a sense of belonging. Our D&I strategy in the US centers on the firm's positive impact on our people, our clients, the market, the profession, and the communities in which we live and work.

**Culture:** We impact the experience of our people through community building, training on cultural competence, inclusive leadership and allyship. We are achieving this through our eight active employee resource groups and local office D&I Committees.

**Advancement:** We create diverse talent pipelines externally at colleges, universities and law schools and internally with our own associates and partners through numerous internally curated programs and community partnerships.

We participate in The Raja Gaddipati Fellowship, a six-week internship that exposes rising university seniors to Big Law practice and enables networking with practicing lawyers.

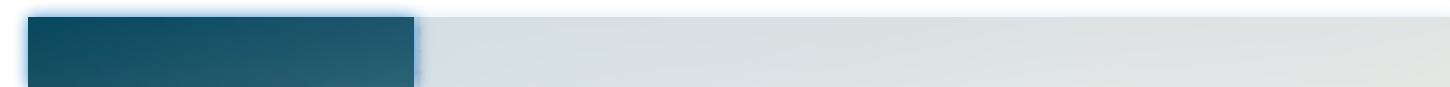
In 2022, we became a founding sponsor of the Legal Mentor Network (**LMN**), a non-profit organization focused on providing young lawyers and law students with free mentoring services. Over the last two years, LMN has facilitated over 1,000 mentorship relationships between law firm partners, business leaders and first-generation law students, diverse lawyers, and any junior lawyer or student seeking career support.

Our Emerging Leaders programme is a 15-month leadership pipeline program for women and diverse partners during the early years of their partnership. The program provides key business development and leadership skills to support future roles in firm leadership.

We support PODER25, a partnership with the Hispanic National Bar Association to deliver programming to accelerate the upward career trajectory of high-potential Hispanic in-house counsel and increase the number of Latino General Counsel in Fortune 500 companies by the year 2025.

We measure and share our progress against our D&I goals and we are transparent with our clients regarding the composition of our firm and client teams while being mindful of the privacy of our people's data.

## US in 2022



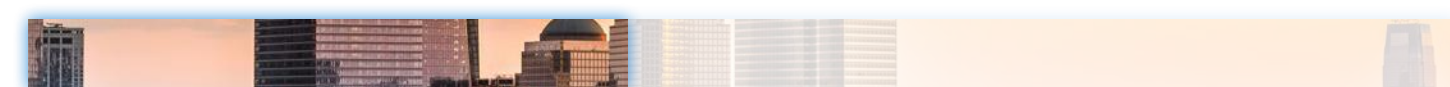
**27%** partners are women.



**48%** of newly promoted partners were women.



**57%** of newly promoted partners were from diverse\*\* backgrounds.



**42%** of the US Executive Committee is diverse\*\*.



**45%** of Associates are women.



**80%** engagement score\*.

\*This is comprised of:

- 8/10 on Culture.
- 8.4/10 on Partner/Associate relationships.
- 7.6/10 on diversity (including feeling that the firm is inclusion).

\*\* 'diverse' includes women, individuals who are ethnically diverse, and individuals who identify as LGBT+.

### RECOGNITION FOR DIVERSITY AND INCLUSION IN THE US

- In 2022, and for the eleventh year, DLA Piper was named one of the 50 Best Law Firms for Women.
- Ranked One of the Best Places to Work for LGBT+ Equality (Human Rights Campaign's Corporate Equality Index 2022).
- In 2021, and for the ninth year, DLA Piper received Gold Standard Certification from the Women in Law Empowerment Forum (**WILEF**).
- In 2021, DLA Piper was named a partner firm which met or exceeded diversity goals by Microsoft's 2021 Racial Equality Initiative.
- A Top Firm for Racial and Ethnic Minority Representation (Law360 Diversity Snapshot 2020).

**Change:** We are impacting social change and advocacy efforts through valued community relationships, including the Women in Law Empowerment Forum, the Human Rights Campaign, Corporate Counsel Women of Color, Minority Corporate Counsel Association, The National Bar Association, The National Association of Women Lawyers, The National Hispanic Bar Association, The National Asian Pacific American Bar Association, The South Asian Bar Association, The LGBT+ Bar Association and Lambda Legal.

### Nurturing talent

At every level in our lawyers' careers, from entry-level to senior lawyers, we provide technical development, mentorship, access to leadership, and experiences that help our people to grow. The global pandemic and remote work created new challenges as we looked for ways to continue developing our attorneys in a virtual and now hybrid environment. Throughout this period and as we move forward, our focus has been on

experiential learning to enable our lawyers to develop in ways that support best-in-class service for our clients. Examples include:

- Our First Four Conservatory program ensures that our most junior associates are trained on the technical skills necessary to be most effective and prepared to take on higher level work.
- Commercial Skills Conservatory offers a practical approach to transforming mid-level to senior associates from excellent legal technicians into in-house legal and business advisors.
- LeaderLab is an immersive training bespoke to DLA Piper that uses real-world scenarios to allow partners to make decisions which integrate great lawyering skills with great management and leadership skills.

### Employee health and wellbeing

A priority for the US firm in health and wellbeing has been to provide a holistic approach to the resources available to our workforce in an effort to help them thrive personally and professionally, at every stage of their career. To be responsive to the needs created by the pandemic, the firm placed on-site counsellors in several offices and certified 75 Mental Health Ambassadors from our attorney and business professional population across US offices to support.

With respect to physical health, the firm provides our people virtual physical therapy. To support our working parents and employees who are caregivers, the firm is providing timely programming and support for evolving needs.

## Our role in society

In the US, our priority is to promote access to justice in our communities and around the world by advancing gender and racial equality, advocating for children, and combating hunger. This includes helping families seeking asylum, standing up for survivors of domestic violence, reforming the juvenile and adult criminal justice systems, strengthening non-profits, helping US veterans, and supporting non-profits and minority- and women-owned small businesses. Our [2021 Pro Bono Bulletin](#) provides a look into the breadth and depth of our pro bono practice.

Since the start of the COVID-19 pandemic, we have had to pivot to serving pro bono clients remotely, respond to cascading crises and the resulting increase in the need for legal services. The global pandemic has compounded existing economic and health inequalities, and we have seen the unprecedented increase in pro bono needs – ranging from refugees and displaced people around the world, including in Ukraine and Afghanistan, seeking assistance, to those challenged by domestic violence or natural disasters. DLA Piper remains steadfast in our commitment to providing legal support to those in need and providing our lawyers an opportunity to participate in these important matters.

Our lawyers and staff contributed over 10,000 hours to community volunteering activities in 2021. In the US, we donate to non-profits and legal services providers with whom we work as part of our pro bono program. Many of our offices fundraise to support legal services, such as the Chicago Bar Foundation's Investing in Justice Campaign. We also raise money to support organizations like food banks. For example, in Washington, DC,

our firm commits to give at the top platinum level of the DC Access to Justice Commission's Raising the Bar campaign each year and we are consistently one of the top fundraising firms for the Capital Area Food Bank.

### AWARDS

We have received over 225 awards over the past ten years for our work in the United States. Recent highlights include the Corporate Pro Bono Partner of the year award from the Pro Bono Institute for our work with Pfizer, awards from the American Bar Association for our work on behalf of children and hunger relief, and a recognition by the Legal Services Corporation for our efforts to increase access to justice around the country.



**89%** of our US lawyers participated in our pro bono program in 2021.



**103,531** pro bono hours donated by our lawyers in North America in 2021.



**10,000+** community volunteering hours in 2021.



**62** hours per lawyer on average contributed to pro bono.

### Teaming up with our clients

We team up with dozens of our clients and in-house departments on pro bono – including Pfizer, Nike, Verizon and GE. Our dedicated pro bono team works with our clients to identify ways we can work together and increase the overall impact of our pro bono efforts. Our Pro Bono Client Collaboration brochure provides specific examples.

### Working internationally through New Perimeter

Through New Perimeter, DLA Piper's international pro bono initiative, and with our partner Mexico Appleseed, we have been assisting organizations to create a sustainable pro bono culture and network within the legal profession in Mexico. We develop and deliver classes to Mexican law students on topics including developing a pro bono program, transactional pro bono, juvenile justice, domestic violence and class actions. To date we've taught over 600 students. Read more about our work through [New Perimeter on our website](#).

This year marks the 11<sup>th</sup> anniversary of the Krantz Fellowship, a unique opportunity for two first-year associates to focus their first year of practice entirely on pro bono work. The Krantz Fellowship is named after retired partner Sheldon Krantz, who has dedicated much of his career to pro bono and public service and who is known for his mentorship of younger lawyers.

*Serving vulnerable immigrants*

We devote thousands of hours every year to helping vulnerable immigrants and their families seeking safety in the US. We represent clients fleeing war and violence, unaccompanied children and separated families. We helped transform screening and immigration relief clinics, which we staff regularly, into virtual models across the US. In the past year, our lawyers have responded to the call to help with the refugee crises caused by the conflicts in Afghanistan and the Ukraine. We are proud to collaborate with members of the International Association of Women Judges as well as our global pro bono team to help Afghan women judges around the world.

*Combating hunger*

For more than 30 years, DLA Piper has been active in hunger relief at the local, national and international levels. The firm represents food banks across the US as well as Feeding America, the largest domestic hunger relief organization in the country. We also represent the Global FoodBanking Network, which we helped create over 15 years ago, and the UN World Food Programme.

**Our environment**

In the US our clients want to know specifically what DLA Piper is doing to reduce our carbon emissions and how much carbon is attributed to the services provided to them. We have been asked to participate in client workshops and to provide metrics on carbon reduction efforts. As these demands have increased, a framework and team are being developed to respond more quickly, with the goal of being proactive and predictive of client requests.

*Hoteling*

The pandemic has fundamentally changed where our lawyers and business professionals primarily work. A strong preference to continue to work flexibly and remotely has required the adjustment of real estate and occupancy standards to meet the needs of the new work environment. Dedicated offices are being replaced with shared 'hoteling' spaces. New office construction buildouts incorporate hoteling in the occupancy model. Office consolidations reduced our overall real estate square footage. As a result of these efforts, our overall environmental impact from real estate operations has been reduced, alongside reduction and elimination of facility related on-site services and resources.

*Environmental education*

Flexible and remote work has changed our environmental messaging to also include work locations outside the office. This year's focus included messaging on "Being Sustainable at Home" and "Adopting the 5 Rs of Sustainability" with emphasis on broad sustainability guidance on work locations outside the office.

At the Americas Conference in June, our lawyers were able to learn how we are operationalizing ESG internally and how our own ESG performance matters to our clients. Approximately 1,500 lawyers attended the conference.

*Reducing our greenhouse gas emissions*

Following DLA Piper International's Science-based Target initiative (**SBTi**) commitment and target validation, DLA Piper in the Americas also started to align our greenhouse gas emission reduction initiatives with Science-based Targets. We have completed baseline emissions calculations

for fiscal years 2019/2020 and have begun to identify potential emission reduction opportunities and initiatives. The operational areas with the greatest amount of carbon emissions were identified in travel, real estate operations and procurement. Canada and all Latin America offices have joined the US offices in setting science-based greenhouse gas emission reduction goals.

*Improving our ESG governance*

To advance Americas' carbon reduction efforts, an Americas Energy and Climate Committee (**AECC**) was created to serve as the ESG governance structure, to advocate and support actions, process and policy changes required to improve energy efficiency and to reduce our carbon footprint using a science-based target approach. The AECC is comprised of US Co-Managing Partner, ESG Task Force leads, Office of General Counsel (**OGC**), Diversity & Inclusion (**D&I**), Pro Bono, and the firm's administrative departments. The AECC members will work collectively to develop carbon reduction initiatives with leadership approval, to meet our targeted emission reduction.

**EXTERNAL MEMBERSHIPS**

**World Benchmarking Alliance (WBA):** DLA Piper US became the first law firm to join the WBA. The WBA supports businesses in their commitment to the United Nations' Sustainable Development Goals (**SDGs**) by developing free and publicly available benchmarks by which to measure progress against.

**Law Firm Sustainability Network (LFSN):** DLA Piper US is a member of the LFSN, a nonprofit organization of law firms and legal departments committed to promoting the benefits of environmental sustainability and corporate social responsibility within their firms and throughout the legal industry.

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## Further information

This Regional Highlights report is only a snapshot of our performance. For more recent updates on our sustainability performance please visit [www.dlapiper.com](http://www.dlapiper.com) or our social media accounts on [LinkedIn](#), [Twitter](#), [Instagram](#), and [Facebook](#).

You can also download the DLA Piper Sustainability Report 21/22 and the Executive Summary 21/22 from our [website](#).

We welcome feedback on our reporting and performance. Please email [ResponsibleBusiness@DLAPiper.com](mailto:ResponsibleBusiness@DLAPiper.com) with any comments or questions.

This report was produced by DLA Piper's Responsible Business team led by Nicolas Patrick, Partner and Head of Responsible Business, Ian Hagg, Director of Responsible Business, and Claire Donse, Partner and International Head of Pro Bono.



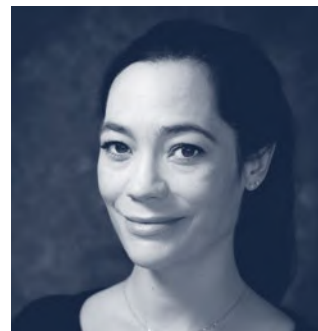
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