



DLA PIPER

# Sustainability Report

2021/2022

## Reporting on Sustainability

FROM AMBITION TO ACTION





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## Scope, methodology and assurance

We are continually improving our approach to reporting on our sustainability performance. This report goes one step further from our previous reporting by further aligning to the GRI Standards 2021 where possible, as well as to relevant indicators from SASB Standards and World Economic Forum's Stakeholder Capitalism Metrics. Our reporting is not yet where we'd like it to be, and we have plans to continue to improve over the coming reporting cycles.

### Reporting boundaries

We primarily report on activities and performance of DLA Piper International, which excludes our offices in the US, our Brand Integrated Firms, and our partner firms in Africa. However, for some activities and performance, where data is available and helpful, we include these entities in our reporting. We've labelled clearly where the scope of data reported is beyond DLA Piper International.

### Restatement of data

We've restated some data for previous years in this report. This may be slightly different from what may have been reported in previous years, due to updated methodologies or more accurate information. Where data has been restated from what had been previously reported, we have noted this in the 'Basis of preparation and notes' section below each relevant table.

### Basis of preparation

Where relevant, we've included notes on basis of preparation next to the data tables. These contain more details on how the data has been derived.

### Assurance

Carbon Intelligence has carried out a [limited assurance of our greenhouse gas emissions](#) figures against ISO 14064-3 standard, and Corporate Citizenship has provided [limited assurance of the non-environmental data sets](#) against the GRI Principles of Accuracy, Clarity, Comparability, Timeliness and Verifiability, using the ISAE 3000 standard.

## ESG Metrics

### DLA PIPER AT A GLANCE

	2019/2020	2020/2021	2021/2022
Total number of people	7,213	7,415	7,682
Number of people (International)	6,245	6,547	6,719
Number of people (Brand Integrated Firms)	968	868	963
<b>Women in organisation</b>	<b>58.0%</b>	<b>58.0%</b>	<b>58.0%</b>
<b>Business services of total population</b>	<b>47.6%</b>	<b>47.3%</b>	<b>49.9%</b>
<b>Fee earners of total population</b>	<b>52.4%</b>	<b>52.7%</b>	<b>50.1%</b>
<b>Average employee age</b>	<b>37.0</b>	<b>38.0</b>	<b>37.8</b>
<b>Total number of new hires</b>	<b>2,065</b>	<b>1,237</b>	<b>2,111</b>
<b>Voluntary employee turnover rate</b>	<b>12.4%</b>	<b>9.6%</b>	<b>15.7%</b>

#### Basis of preparation and notes

Number of people are given as headcount, where a person working part-time is counted as 1.

Headcount figures are as of the last day of the financial year (April 30, 2022).

Voluntary employee turnover rate includes retirement as a primary leaving reason.

### OUR PEOPLE

LEADERSHIP DIVERSITY	2019/2020	2020/2021	2021/2022
Women in Senior Management	not yet measured	not yet measured	19%
Women on Executive	30%	30%	40%
Women on Board	31%	25%	38%
Number nationalities on the Executive	4	4	5
Number nationalities on Board	8	8	8
Board members under 30yo	not yet measured	not yet measured	0%
Board members 30-50yo	not yet measured	not yet measured	31%
Board members 51+yo	not yet measured	not yet measured	69%

#### Basis of preparation and notes

Senior Management includes Country Managing Partners, Sector Heads, Practice Heads, and the Executive.

Figures reflected are as of April 30 of each financial year (last day of the financial year).

Restatement of data: Please note last year we reported in error that in 2020/21 and 2019/20 there were 33% women on the Executive. Both of these figures should have been 30%, and have been corrected in this report.

GENDER DIVERSITY ACROSS ROLES	2019/2020	2020/2021	2021/2022
% partners who are women	20.3%	20.5%	23.0%
% lawyers who are women	51.0%	52.0%	51.6%
% trainees who are women	56.0%	59.0%	63.7%
% paralegals who are women	69.0%	67.0%	66.5%
% women in Business Services	71.0%	62.0%	70.0%

#### Basis of preparation and notes

Partner figures reflected are as of May 1 of the following financial year. For example, the 2021/22 figure is as of May 1, 2022. All other roles reflect any career mobility through the last day of each financial year (i.e. April 30).

Restatement of data: Please note last year we reported slightly different figures for % partners who are women. This is because we have updated how we define the timeframe for reporting this figure, from promotions during the financial year, to promotions that happened as of May 1 of the financial year that follows. This is to ensure we are reporting the latest figures available.

CAREER PROGRESSION BY GENDER	2019/2020	2020/2021	2021/2022
% women in new partner promotions	21.7%	33.3%	44.1%
% women promoted to Legal Director / Senior Lead Lawyer	40.7%	41.3%	44.1%
% women promoted to Senior Associate	53.6%	46.7%	53.3%
% women promoted to Associate	57.6%	52.6%	53.2%

#### Basis of preparation and notes

Partner figures reflected are as of May 1 of the following financial year. For example, the 2021/22 figure is as of May 1, 2022. All other roles reflect any career mobility through the last day of each financial year (i.e. April 30).

Restatement of data: Because we have updated the timeframe at which we take the % of women in new partner promotions, these figures have been restated from what was reported in last year's report.

EMPLOYEE RETENTION AFTER PARENTAL LEAVE, BY GENDER	2019/2020	2020/2021	2021/2022
<b>Parental leave return to work rate by gender</b>			
Parental leave return to work rate for men	96%	96%	98%
Parental leave return to work rate for women	35%	37%	27%
<b>Parental leave retention rate by gender</b>			
Parental leave retention rate for men	85%	74%	85%
Parental leave retention rate for women	32%	34%	25%

#### Basis of preparation and notes

The return to work rate is calculated by taking the total number of employees who returned to work after parental leave, and dividing it by number of employees who took parental leave in that period. Parental leave retention rate is calculated by taking the number of employees who returned to work and stayed during the financial year, and dividing it by the total number of employees who took parental leave.

CONTRACT TYPE AND EMPLOYMENT STATUS, BY GENDER	2019/2020	2020/2021	2021/2022
<b>Men's contract type</b>			
% men working full time	93%	93%	94%
% men working part time	7%	7%	6%
<b>Women's contract type</b>			
% women working full time	79%	80%	82%
% women working part time	21%	20%	18%

EMPLOYMENT STATUS	2019/2020	2020/2021	2021/2022
<b>Men's employment status</b>			
Men regular employees	91%	92%	91%
Men temporary employees	9%	8%	9%
<b>Women's employment status</b>			
Women regular employees	91%	93%	91%
Women temporary employees	9%	7%	9%

## Basis of preparation and notes

Regular employees are employees with a permanent employment contract, with no end date. Regular employees are part of the performance review and annual compensation processes.

Temporary (fixed term) employees are those with a contract of employment which is due to end when a specified end date is reached, a specified event does or doesn't occur, or specified task has been completed.

NURTURING OUR TALENT	2019/2020	2020/2021	2021/2022
Engagement Index score	68%	72%	74%
Engagement survey response rate	78%	51%	61%
Average hours of training per employee	7.29	10.9	9.85

## Basis of preparation and notes

Our Engagement Index (EI) is formed by five survey questions and was first introduced in 2019. 'Strongly agree' and 'Agree' responses contribute to the EI score:

1. DLA Piper motivates me to do more than is required.
2. I feel motivated to do more than is required of me.
3. Given your choice, how long would you plan to continue working at DLA Piper?
4. I would recommend DLA Piper as a good place to work.
5. I feel proud to work at DLA Piper.

Our EI score is generated in our October engagement survey annually. However, due to changes in our approach to surveys during the COVID-19 pandemic, the Engagement Index score for 2020/21 was generated from a survey conducted in April 2021.

OCCUPATIONAL HEALTH AND SAFETY	2019/2020	2020/2021	2021/2022
<b>Workers covered by an occupational health &amp; safety management system</b>			
Employees and workers covered by externally audited OHS system <sup>1,2</sup>	29.7%	30.6%	30.2%
Number employees and workers covered by externally audited OHS system <sup>1</sup>	2,259	2,267	2,317
<b>Work-related ill health</b>			
Number of cases of recordable work-related ill health (employees)	0	0	0
Main types of work-related ill health (employees)	n/a	n/a	n/a
Number of cases of recordable work-related ill health (on-site contractors)	0	0	0
Main types of work-related ill health (on-site contractors)	n/a	n/a	n/a
Number of fatalities as a result of work-related ill health (employees)	0	0	0
Number of fatalities as a result of work-related ill health (on-site contractors)	0	0	0

OCCUPATIONAL HEALTH AND SAFETY	2019/2020	2020/2021	2021/2022
<b>Work-related injuries</b>			
Number of recordable work-related injuries (employees)	2.00	1.00	1.00
Main type of work-related injury (employees)	Slip and trip Scalding	Slip and trip	Allergic reaction in canteen
Number of recordable work-related injuries (on-site contractors)	0	0	1.00
Main type of work-related injury (on-site contractors)	n/a	n/a	Struck by automated door
Rate of recordable work-related injuries (and on-site contractors) <sup>3</sup>	0.14	0.07	0.11
Number of high-consequence work-related injuries (excluding fatalities)(employees)	0	0	0
Number of high-consequence work-related injuries (excluding fatalities) (on-site contractors)	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities) (employees) <sup>4</sup>	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities) (on-site contractors) <sup>4</sup>	0	0	0
Number of fatalities as a result of work-related injury (employees)	0	0	0
Number of fatalities as a result of work-related injury (on-site contractors)	0	0	0
Rate of fatalities as a result of work-related injury (employees) <sup>5</sup>	0	0	0
Rate of fatalities as a result of work-related injury (on-site contractor) <sup>5</sup>	0	0	0
<b>Hours worked</b>			
Number of hours worked <sup>6</sup>	14,363,500	15,058,100	17,659,400

## Basis of preparation and notes

1 Our OHS management system is certified against ISO 45001-2018 standards by NQA. This certification currently covers our UK offices only, but we plan international roll-out from 2022.

2 Please note, this % is slightly different from what was reported in last year's report, as a result of updating and making more accurate our data management systems.

3 Rate of recordable work-related injuries = (Number of recordable work-related injuries / Number of hours worked) x 1,000,000.

4 Rate of high-consequence work-related injuries (excluding fatalities) = (Number of high-consequence related injuries (excluding fatalities) / Number of hours worked) x 1,000,000.

5 Rate of fatalities as a result of work-related injury = (Number of fatalities as a result of work-related injury / Number of hours worked) x 1,000,000.

6 Number of hours worked is calculated by multiplying our total headcount by 50 hours per week by 46 weeks.

This data incorporates our Brand Integrated Firms.

## OUR SOCIETY

LEGAL PRO BONO	2019	2020	2021
Total number of legal pro bono hours contributed	206,336	227,508	197,512
North America	115,113	133,739	103,531
Europe, Middle East and Africa	66,047	73,830	71,466
Asia Pacific	25,176	19,939	22,514

## Basis of preparation and notes

Legal pro bono hours include pro bono hours contributed by our US offices, our Brand Integrated Firms and our African Partner Firms.

These hours are provided on a calendar year basis, rather than financial year basis.

FLAGSHIP COMMUNITY PROGRAMMES	2019/2020	2020/2021	2021/2022
Number Fellows supported by our Global Scholarships Programme	59	59	58
Number Scholars supported by our Head Start Programme	58	86	137

## Basis of preparation and notes

Head Start figures include scholars supported by our UK, China, Australia, Kenya and New Zealand offices.

As these are multi-year programmes, the number of participants between year is not deduplicated and may represent participants who also are listed in previous years.



VOLUNTEERING AND FUNDRAISING	2019/2020	2020/2021	2021/2022
Total funds donated by DLA Piper [GBP]	125,261	158,787	156,583
Total funds raised by employees and partners [GBP]	109,830	117,561	79,130
Total community investment (cash, volunteering time, in-kind, management costs) [GBP]	Not yet measured	Not yet measured	24,208,106

## SOUND GOVERNANCE

PROFESSIONAL INTEGRITY	2021/2022
Completion rate for Anti Bribery and Corruption Training	88%
Completion rate for Anti Money Laundering Training	87%
Completion rate for Privacy and Data Protection Training	89%

### Basis of preparation and notes

These figures represent a cumulative completion rate to date (leavers are removed), as of 15 June 2022.

MODERN SLAVERY ACT AND PROCUREMENT	2020/2021	2021/2022
Completion rate for Modern Slavery Act in Supply Chains Training	80%	59%
Number people completed training / total enrolled	102/128	128/218

### Basis of preparation and notes

We ask colleagues with procurement responsibilities or influence to take this training annually. In 2022 we expanded the roles in scope for the training.

## OUR ENVIRONMENT

### CARBON EMISSIONS

TOTAL SCOPE 1, 2 AND 3 CARBON EMISSIONS	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Total GHG location based emissions (Scopes 1,2,3) [tCO <sub>2</sub> e]	132,167	89,616	71,088	-46%
Total GHG market based emissions (Scopes 1,2,3) [tCO <sub>2</sub> e]	129,908	87,860	69,034	-47%

### Basis of preparation and notes

The data for 2019/2020 and 2020/2021 emissions has been restated here and in the rest of the calculations in this section. Updated baseline emissions are 3% higher than what we reported last year, and 2020/21 emissions are 2% lower than what was reported last year. These slight changes are due to corrections applied to our original calculations as a result of verification and certification processes.

This data includes our Brand Integrated Firms.

CARBON INTENSITY – CARBON EMITTED PER PERSON	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Scope 1 and 2 Location Based Emissions intensity [tCO <sub>2</sub> e / person]	0.97	0.87	0.7	-28%
Scope 1 and 2 Market-based Emissions intensity [tCO <sub>2</sub> e / person]	0.68	0.63	0.43	-37%
Scope 1,2,3 Location Based Emissions intensity [tCO <sub>2</sub> e / person]	17.4	12.1	9.26	-47%
Scope 1,2,3 Market Based Emissions intensity [tCO <sub>2</sub> e / person]	17.1	11.9	8.99	-47%

## Basis of preparation and notes

Carbon intensity calculations are made by using our total headcount figures (not a Full Time Equivalent figure), including Brand Integrated Firms.

CARBON EMISSIONS BROKEN DOWN BY SCOPE	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Direct (Scope 1) GHG emissions (generated by the firm) [tCO <sub>2</sub> e]	1,411	1,568	1,523	8%
Indirect (Scope 2) GHG location-based emissions (purchased by the firm) [tCO <sub>2</sub> e]	6,015	4,871	3,878	-36%
Indirect (Scope 2) GHG market-based emissions (purchased by the firm) [tCO <sub>2</sub> e]	3,756	3,114	1,824	-51%
Indirect (Scope 3) GHG emissions (generated outside the firm) [tCO <sub>2</sub> e]	124,741	83,178	65,687	-47%

SCOPE 3 EMISSIONS BREAK-DOWN	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Purchased goods and services [tCO <sub>2</sub> e]	78,746	63,137	48,967	-38%
Capital goods [tCO <sub>2</sub> e]	10,359	12,565	9,336	-10%
Fuel and energy-related activities (FERA) [tCO <sub>2</sub> e]	4,559	1,474	2,250	-51%
Upstream transportation & distribution (courier/postage) [tCO <sub>2</sub> e]	274	226	242	-11%
Business travel [tCO <sub>2</sub> e]	25,477	255	2,668	-90%
Employee commuting [tCO <sub>2</sub> e]	5,009	5,364	2,151	-57%
Waste generated in operations [tCO <sub>2</sub> e]	250	126	63	-75%
Water supply [tCO <sub>2</sub> e]	67	27	10	-85%

## Basis of preparation and notes

Although some of our Scope 3 emissions have dropped quite significantly since our baseline year, it's important to note that this is largely due to COVID-19-induced impacts rather than permanent changes we have made within our business. Our focus remains on ensuring that we do not return to pre-COVID-19 emissions levels by making meaningful changes in how we operate.

Please note, our emissions from purchased goods and services and from capital goods are estimated from spend, and the reduction in emissions stems from a lower spend and more accurate spend data, rather than any changes in our supply chain. We have plans underway to shift away from spend-based estimates and toward more accurate emissions calculations.



COMMITMENT TO REDUCE EMISSIONS IN OUR SUPPLY CHAIN	2021/2020
% emissions from Purchased Goods and Services covered by a SBTi commitment	23.8%

## Basis of preparation and notes

This figure represents the proportion of our Purchased Goods and Services spend that was with suppliers who have either committed to set or have set a carbon reduction target validated by the Science-based Targets initiative. This figure is accurate as of August 2022.

SCOPE 1 AND 2 LOCATION-BASED EMISSIONS INTENSITY BY COUNTRY OF OPERATION [tCO <sub>2</sub> E / PERSON]	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Australia	1.79	1.59	1.22	-32%
Austria	0.98	1.02	0.81	-17%
Bahrain	3.35	2.90	3.05	-9%
Belgium	0.54	0.54	0.42	-22%
China	1.42	1.33	1.22	-14%
Czech Republic	1.21	0.97	0.58	-52%
Denmark	0.43	0.38	0.18	-58%
Finland	0.29	0.33	0.19	-33%
France	0.10	0.08	0.08	-20%
Germany	0.86	0.79	0.33	-61%
Hong Kong	1.06	0.79	0.73	-31%
Hungary	0.20	0.17	0.15	-26%
Ireland	0.93	0.07	1.86	100%
Italy	0.43	0.43	0.33	-24%
Japan	1.00	0.94	1.08	9%
Luxembourg	0.70	0.64	0.46	-34%
Morocco	1.50	1.33	1.90	27%
Netherlands	1.14	2.31	2.13	87%
New Zealand	0.48	0.32	0.14	-70%
Norway	0.04	0.03	0.04	-11%

SCOPE 1 AND 2 LOCATION-BASED EMISSIONS INTENSITY BY COUNTRY OF OPERATION [tCO <sub>2</sub> E / PERSON]	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Poland	0.51	0.34	0.29	-43%
Portugal	0.97	1.01	0.61	-37%
Qatar	3.06	1.02	0.65	-79%
Romania	0.93	0.38	0.91	-2%
Russia	0.41	0.32	0.30	-25%
Singapore	1.81	1.58	0.36	-80%
Slovakia	0.46	0.45	0.40	-13%
South Africa	2.15	1.94	1.32	-38%
South Korea	1.40	1.11	1.82	31%
Spain	0.84	0.55	0.20	-76%
Sweden	0.03	0.03	0.02	-52%
Thailand	1.19	1.78	1.52	28%
Ukraine	0.46	0.47	n/a*	
United Arab Emirates	1.07	0.91	0.48	-55%
United Kingdom	1.42	1.13	0.98	-31%

## Basis of preparation and notes

\* We no longer have presence in Ukraine as of 11 June 2021.

Emissions intensity figures are calculated using a headcount figure, rather than Full Time Equivalent (FTE) figure.



ENERGY CONSUMPTION WITHIN THE ORGANISATION	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Fuel from non-renewable sources [GJ]	25,460	29,161	28,633	12%
Mobile Gasoline/petrol [GJ]	1,483	929	824	
Mobile Diesel [GJ]	1,461	500	638	
Stationary Diesel [GJ]	7.21	2.62	2.62	
Natural gas [GJ]	22,509	27,730	27,168	
Fuel from renewable sources [GJ]	n/a	n/a	n/a	
Total Electricity [GJ]	65,183	53,993	48,790	-25%
Electricity (grid mix) [GJ]	29,456	25,926	15,996	
Green electricity (certified) [GJ]	35,727	28,067	32,793	
Own Fleet Electric vehicles [GJ]	0	0	2.33	
Heating consumption [GJ]	0	0	6,457	
District heating [GJ]	0	0	6,457	
Self-generated electricity [GJ]	0	0	17.50	
Total energy consumption [GJ]	90,643	83,155	83,901	-7%

ENERGY INTENSITY – ENERGY CONSUMED PER METER <sup>2</sup> OF OFFICE SPACE	2019/2020	2020/2021	2021/2022	% CHANGE FROM BASELINE
Energy intensity (floor area) [MWh/m <sup>2</sup> ]	0.144	0.132	0.127	-12%
Floor area [m <sup>2</sup> ]	174,817	174,817	183,671	5%

WASTE MANAGEMENT	2019/2020	2020/2021	2021/2022
Waste diverted from landfill [%]	62%	76%	90%
<b>Total waste produced [t]</b>	<b>1,370</b>	<b>513</b>	<b>691</b>
<b>Total weight of waste diverted from disposal [t]</b>	<b>856</b>	<b>388</b>	<b>623</b>
Hazardous waste by recovery operations [t]	0	0	3
Non-hazardous waste by recovery operations [t]	856	388	619
<b>Total weight of waste directed to disposal [t]</b>	<b>514</b>	<b>125</b>	<b>68</b>
Hazardous waste by disposal operations [t]	0	0	1
Non-hazardous waste by disposal operations [t]	514	125	67

## Basis of preparation and notes

Waste diverted from disposal is re-used, recycled, composted or used in energy generation



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## Further information

This sustainability 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 [Executive Summary](#) of this report, as well as our [Regional Highlights 2021/22](#) report 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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