

# DLA Piper ESG Performance Metrics 2022-23

## Scope, methodology and assurance

We are continually improving our approach to reporting on our sustainability performance. This report aligns 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 are actively working on improving it.

## 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 and introduction of new metrics

We've restated some data for previous years in this report. Some data may be different from what may have been reported in previous years, due to updated classifications, methodologies, or due to corrections. 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.

We have included more regional data to provide greater geographic granularity. This data is grouped by our regions of operation and includes Asia Pacific (APAC), Europe, the Middle East and Africa, and the UK and Ireland. Some data breaks out Asia and Australia separately.

## 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

Accenture 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.

## GHG emissions rebaselining policy

To improve quality of our GHG emissions reporting we will recalculate our baseline if one or more of the below conditions are met and the resulting change will exceed 5% of the original value:

- where we have identified a significant error or made a significant number of smaller corrections;
- where our business operations change significantly, for example through merger/acquisition or divestment, outsourcing/insourcing activities;
- where there are significant changes in calculation methodologies, for example due to changes in legislation or changes in climate science.

## ESG metrics

DLA PIPER AT A GLANCE				GRI 2-7
	2019/20	2020/21	2021/22	2022/23
<b>Total number of people</b>	<b>7,186</b>	<b>7,445</b>	<b>7,684</b>	<b>7,944</b>
Number of people (International)	6,245	6,547	6,719	<b>6,896</b>
Number of people (Brand Integrated Firms)	941	898	965	<b>1,048</b>
% women in organisation	58%	58%	58%	<b>58%</b>
% business services of total population	48%	47%	50%	<b>46%</b>
% fee earners of total population	52%	53%	50%	<b>54%</b>
Average employee age	37	38	38	<b>38</b>
Total number of new hires	2,065	1,237	2,111	<b>2,308</b>
Voluntary employee turnover rate	13%	11%	17%	<b>15%</b>

### Basis of preparation and notes

1. All figures except turnover as at the last day of the financial year (30 April 2023).
2. % figures given are % of International only. They do not include Brand Integrated Firms with the exception of the third line of data.
3. % turnover is the number of leavers in International expressed as a percentage of the year-average population. The Voluntary turnover rate excludes retirement and any other reason that isn't resignation based.
4. Restatement of data: the data disclosed for our voluntary turnover rate has been updated as the data in last year's report represented overall turnover across the firm. These figures have now been updated so that they represent the voluntary turnover rate only.

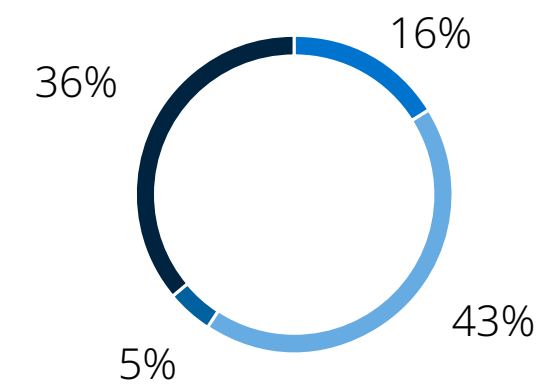
## DLA Piper in 2022/23 by legal gender and region

### PEOPLE ACROSS OUR REGIONS IN 2022/23

GRI 2-7

	Headcount	Percentage
Asia Pacific	1,115	16%
Europe	2,984	43%
Middle East and Africa	316	5%
UK and Ireland	2,481	36%

● APAC ● Europe ● ME & Africa ● UK & Ireland



Basis of preparation and notes

1. Percentage here means of total population.

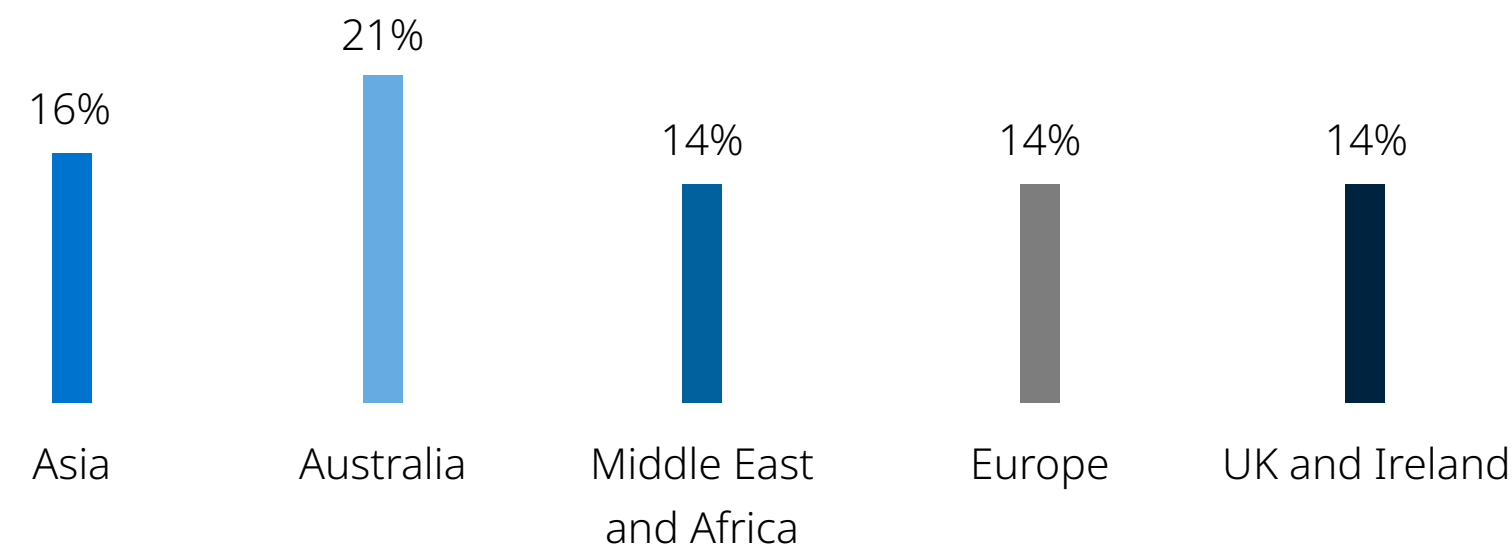
### VOLUNTARY TURNOVER BY LEGAL GENDER IN 2022/23

GRI 401-1



### VOLUNTARY TURNOVER BY REGION IN 2022/23

GRI 401-1



### VOLUNTARY TURNOVER BY LEGAL GENDER AND REGION IN 2022/23

GRI 2-7  
GRI 401-1

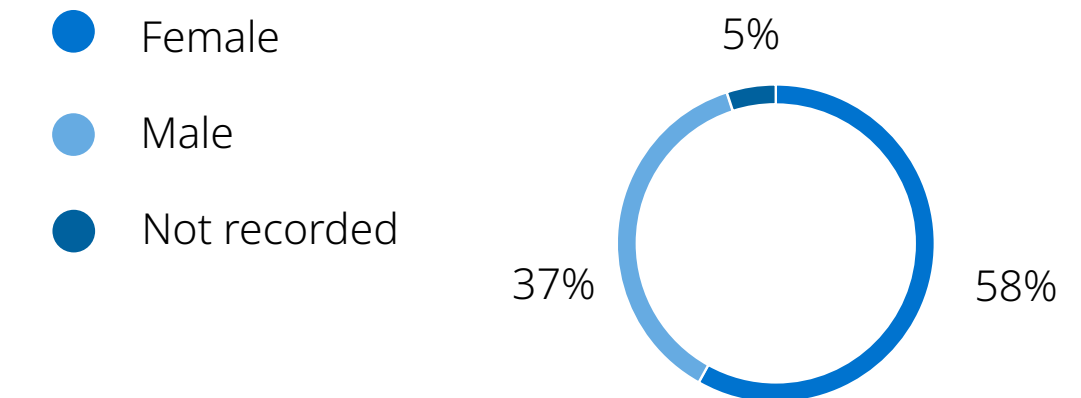
	Number of leavers	Percentage
Female	614	16%
Male	378	14%
Asia	84	16%
Australia	125	21%
Middle East and Africa	42	14%
Europe	423	14%
UK and Ireland	322	14%

Basis of preparation and notes

1. % number of leavers during the year is the number of leavers expressed as a percentage of the year-average population.

### NEW HIRES BY LEGAL GENDER IN 2022/23

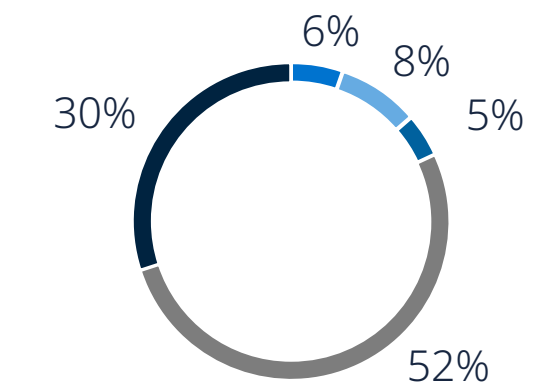
GRI 401-1



### NEW HIRES BY REGION IN 2022/23

GRI 401-1

● Asia ● Australia ● ME & Africa ● Europe ● UK & Ireland



### NEW HIRES BY LEGAL GENDER AND REGION IN 2022/23

GRI 401-1

	Headcount	Percentage
Female	1,345	58%
Male	848	37%
Not recorded	115	5%
Asia	128	6%
Australia	192	8%
Middle East and Africa	105	5%
Europe	1,196	52%
UK and Ireland	687	30%

Basis of preparation and notes

1. % indicates the percentage of the total turnover represented by each group.

## Our people

### LEADERSHIP DIVERSITY

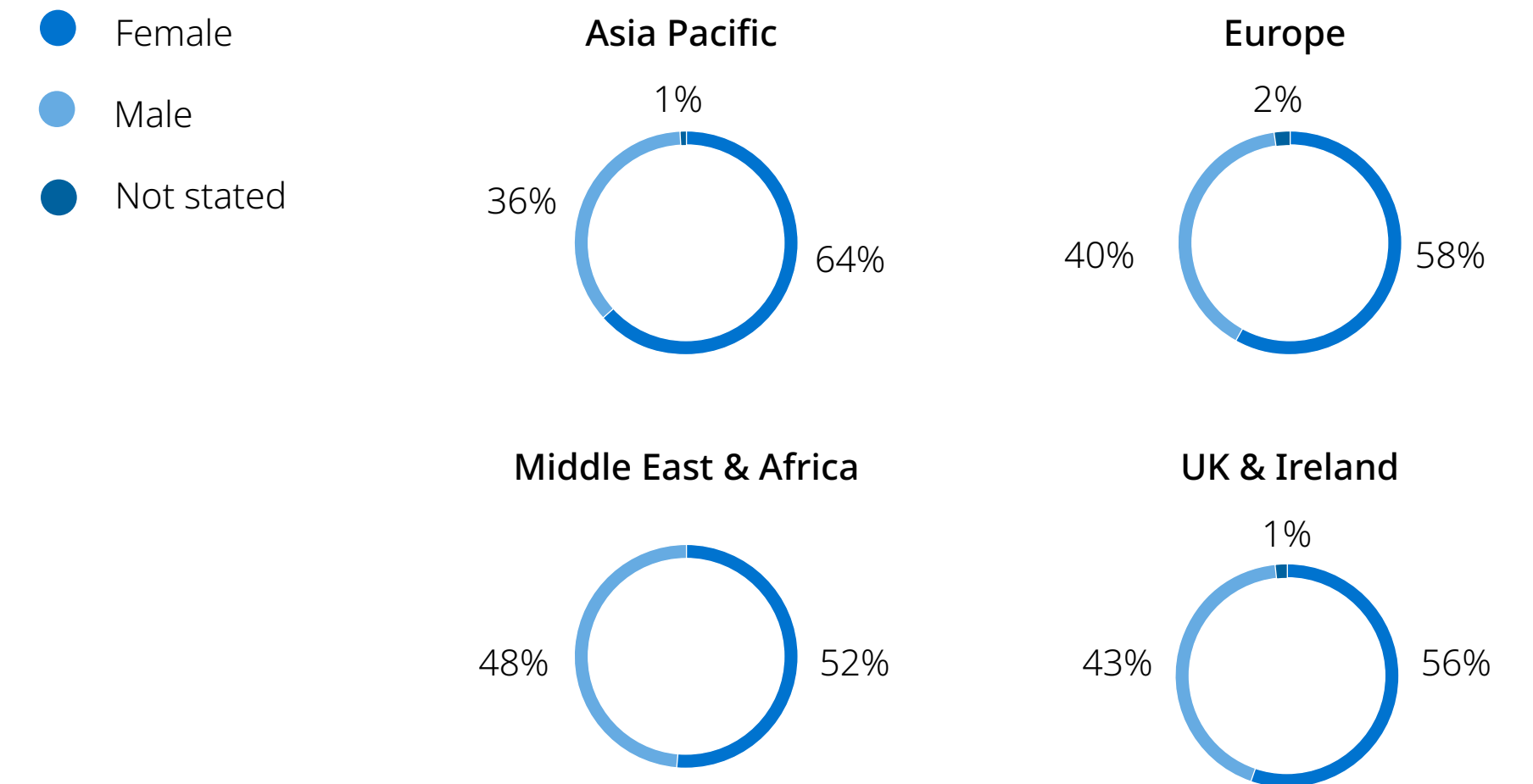
GRI 405-1

	2019/20	2020/21	2021/22	2022/23
Women in Senior Management	not yet measured	not yet measured	19%	23%
Women on the Executive	30%	30%	40%	40%
Women on the Board	31%	25%	38%	46%
Nationalities on the Executive	4	4	5	5
Nationalities on Board	8	8	8	8
Board members 51+yo	not yet measured	not yet measured	69%	77%
Board members 30-50yo	not yet measured	not yet measured	31%	23%
Board members under 30yo	not yet measured	not yet measured	0%	0%

#### Basis of preparation and notes

1. Change in definition of Senior Management: In 2022/23 we updated the definition of Senior Manager from including Country Managing Partners, Sector Heads, Practice Heads, and the Executive to including Board members, Executive Committee members, Sector Heads and International Group Heads. Therefore 2021/22 and 2022/23 figures for this metric are not a like for like comparison.
2. Figures reflected are as of April 30 of each financial year (last day of the financial year).

### LEGAL GENDER DIVERSITY ACROSS OUR REGIONS IN 2022/23



#### Basis of preparation and notes

1. Numbers are as at year end (30 April 2023).

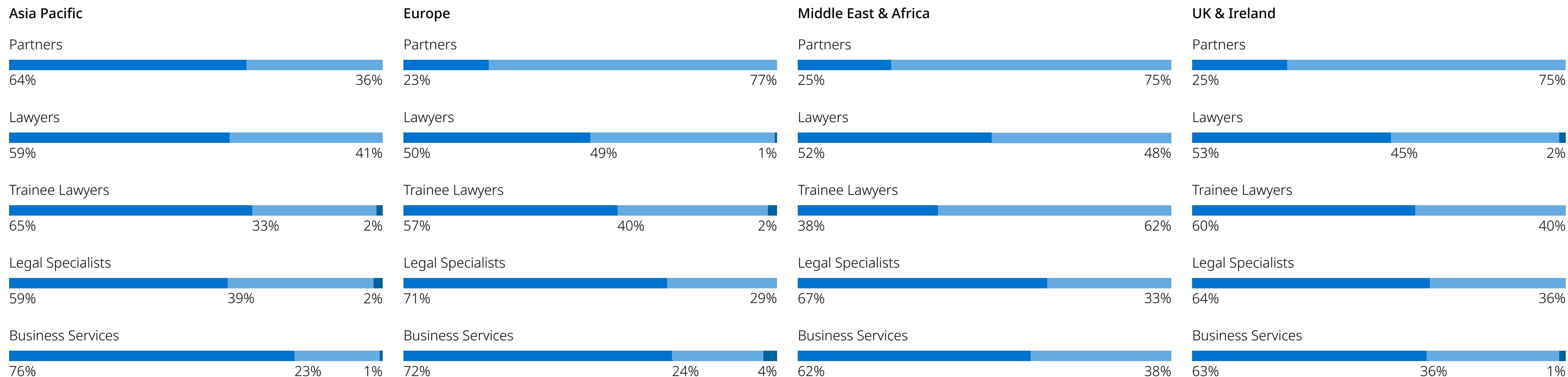
### LEGAL GENDER DIVERSITY ACROSS ROLES

	2019/20	2020/21	2021/22	2022/23
Partners who are women	20%	21%	23%	25%
Lawyers who are women	51%	52%	52%	53%
Legal Specialists who are women	67%	67%	67%	65%
Women in Business Services	71%	62%	70%	69%

#### Basis of preparation and notes

1. Numbers are as at year end (30 April 2023).
2. Non-fee earners include employees who are in business service-based roles.

● Female ● Male ● Gender not stated



Basis of preparation and notes

1. Numbers are as at year end (30 April 2023).

CAREER PROGRESSION BY LEGAL GENDER

	2019/20	2020/21	2021/22	2022/23
% women in new partner promotions	22%	33%	44%	47%
% women promoted to Legal Director /Senior Lead Lawyer	41%	41%	44%	48%
% women promoted to Senior Associate	54%	47%	53%	45%
% women promoted to Associate	58%	53%	53%	66%

Basis of preparation and notes

1. Numbers are as at year end (30 April 2023).

2. The % shown records the % of those promoted in any given year who were women.

CAREER PROGRESSION BY LEGAL GENDER AND REGION IN 2022/23

	Asia Pacific	Europe	Middle East and Africa	UK and Ireland
% women in new partner promotions	50%	48%	100%	42%
% women promoted to Legal Director /Senior Lead Lawyer	43%	49%	67%	47%
% women promoted to Senior Associate	45%	36%	57%	56%
% women promoted to Associate	80%	67%	63%	65%

Basis of preparation and notes

1. Numbers are as at year end (30 April 2023).

2. The % shown records the % of those promoted in any given year who were women.

**CONTRACT TYPE AND EMPLOYMENT STATUS BY LEGAL GENDER** GRI 2-7

	2019/20	2020/21	2021/22	2022/23
<b>Men's contract type</b>				
% men working full time	93%	93%	94%	<b>92%</b>
% men working part time	7%	7%	6%	<b>8%</b>
<b>Women's contract type</b>				
% women working full time	79%	80%	82%	<b>81%</b>
% women working part time	21%	20%	18%	<b>20%</b>

Basis of preparation and notes

1. Full-time and part-time employees (part-time is a proportion based on the varying full-time equivalent hours stipulated in employment contracts within the company's jurisdictions).

**EMPLOYMENT STATUS** GRI 2-7

	2019/20	2020/21	2021/22	2022/23
<b>Men's employment status</b>				
% men regular employees	92%	92%	91%	<b>91%</b>
% men temporary employees	8%	7%	8%	<b>9%</b>
<b>Women's employment status</b>				
% women regular employees	91%	93%	91%	<b>90%</b>
% women temporary employees	8%	7%	9%	<b>10%</b>

Basis of preparation and notes

Please see notes from previous table.

**REGULAR PERFORMANCE EVALUATIONS** GRI 404-3

	2019/20	2020/21	2021/22	2022/23
Employees who have completed their annual Performance Review (total)	98%	98%	98%	<b>99%</b>
Employees who have completed their annual Performance Review (broken down by gender)	M: 37% F: 63%	M: 38% F: 62%	M: 38% F: 62%	<b>M: 37%</b> <b>F: 62%</b>

Basis of preparation and notes

1. The population consists of all those partners and employees who were in employment at the beginning of November in any given year.
2. Completion occurs when all stages of the review are completed and signed off by both the reviewer and the employee/partner.
3. The percentages disclosed for completion rates by gender are in relation to overall completion, i.e. of the 99% that completed the review 37% were male and 62% were female.

OCCUPATIONAL HEALTH AND SAFETY

GRI 403-9

	2019/20	2020/21	2021/22	2022/23
<b>Workers covered by an occupational health and safety management system</b>				
Employees and workers covered by externally audited OHS system <sup>1,2</sup>	34%	34%	34%	<b>34%</b>
Number employees and workers covered by externally audited OHS system <sup>1</sup>	2,259	2,267	2,317	<b>2,368</b>
<b>Work-related ill health</b>				
Number of cases of recordable work-related ill health (employees)	0	0	0	<b>0</b>
Main types of work-related ill health (employees)	n/a	n/a	n/a	<b>n/a</b>
Number of cases of recordable work-related ill health (on-site contractors)	0	0	0	<b>0</b>
Main types of work-related ill health (on-site contractors)	n/a	n/a	n/a	<b>n/a</b>
Number of fatalities as a result of work-related ill health (employees)	0	0	0	<b>0</b>
Number of fatalities as a result of work-related ill health (on-site contractors)	0	0	0	<b>0</b>

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 end 2023.
- 2 Please note, this % is slightly different from what was reported in last year's report, as a result of improving 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.
- 7 Restatement of data: The historic data disclosed for the metric, % employees and workers covered by externally audited OHS system included data from our Brand Integrated Firms. The figures included in this year's report have been adjusted to reflect percentages from the International firm only.

	2019/20	2020/21	2021/22	2022/23
<b>Work-related injuries</b>				
Number of recordable work-related injuries (employees)	2.00	1.00	1.00	<b>2.00</b>
Main type of work-related injury (employees)	Slip and trip scalding	Slip and trip	Allergic reaction in canteen	<b>Slip and trip/illness/health condition</b>
Number of recordable work-related injuries (on-site contractors)	0	0	1.00	<b>2.00</b>
Main type of work-related injury (on-site contractors)	n/a	n/a	Struck by automated door	<b>Caught in, under or between/slip and trip</b>
Rate of recordable work-related injuries (employees) <sup>3</sup>	0.14	0.07	0.06	<b>0</b>
Rate of recordable work-related injuries (on-site contractors) <sup>3</sup>	0	0	0.06	<b>0</b>
Number of high-consequence work-related injuries (excluding fatalities) (employees)	0	0	0	<b>0</b>
Number of high-consequence work-related injuries (excluding fatalities) (on-site contractors)	0	0	0	<b>0</b>
Rate of high-consequence work-related injuries (excluding fatalities) (employees) <sup>4</sup>	0	0	0	<b>0</b>
Rate of high-consequence work-related injuries (excluding fatalities) (on-site contractors) <sup>4</sup>	0	0	0	<b>0</b>
Number of fatalities as a result of work-related injury (employees)	0	0	0	<b>0</b>
Number of fatalities as a result of work-related injury (on-site contractors)	0	0	0	<b>0</b>
Rate of fatalities as a result of work-related injury (employees) <sup>5</sup>	0	0	0	<b>0</b>
Rate of fatalities as a result of work-related injury (on-site contractor) <sup>5</sup>	0	0	0	<b>0</b>
<b>Hours worked</b>				
Number of hours worked <sup>6</sup>	14,363,500	15,058,100	17,659,400	<b>15,860,800</b>

## Our society

### LEGAL PRO BONO

	2019	2020	2021	2022
<b>Total number of legal pro bono hours contributed [hours]</b>	<b>206,336</b>	<b>227,508</b>	<b>197,512</b>	<b>215,521</b>
North America	115,113	133,739	103,531	<b>117,000</b>
Europe, Middle East and Africa	66,047	73,830	71,466	<b>77,414</b>
Asia Pacific	25,176	19,939	22,514	<b>21,107</b>
% of hours dedicated to forcible displacement	n/a	n/a	14%	<b>26%</b>
% of hours dedicated to climate, environment and biodiversity	n/a	n/a	8%	<b>11%</b>
% of hours dedicated to good governance	n/a	n/a	10%	<b>6%</b>
% of hours dedicated to clinics	n/a	n/a	n/a	<b>14%</b>
% of hours dedicated to individual work	n/a	n/a	n/a	<b>6%</b>
Average number of hours dedicated by lawyers in the UK and Ireland	n/a	n/a	n/a	<b>40</b>
Average number of hours dedicated by lawyers in the Asia	n/a	n/a	29	<b>26</b>
Average number of hours dedicated by lawyers in the Australia	n/a	n/a	77	<b>68</b>
Average number of hours dedicated by lawyers in the Middle East and Africa	n/a	n/a	29	<b>61</b>
Average number of hours dedicated by lawyers in the Americas	n/a	n/a	62	<b>68</b>
Average number of hours dedicated by lawyers in Europe	n/a	n/a	n/a	<b>39</b>

#### Basis of preparation and notes

1. Legal pro bono hours are provided as a global total, which includes pro bono hours contributed by our Brand Integrated Firms, US offices and our African Partner Firms. These hours are provided on a calendar year basis, rather than a financial year basis.
2. Regional averages are calculated using total pro bono hours from each region and head count from the financial year.
3. Exclusions: The regional average for the Middle East and Africa excludes our African Partner firms and our office in Morocco, which did not record pro bono hours this year.
4. Exclusions: The regional average for Europe excludes our Brand Integrated Firms.

### FLAGSHIP COMMUNITY PROGRAMMES

	2019/20	2020/21	2021/22	2022/23
Number Fellows supported by our Global Scholarships Programme	59	59	58	<b>50</b>
Number Scholars supported by our Head Start programme	58	86	137	<b>162</b>

#### Basis of preparation and notes

1. Numbers are as at year-end (30 April 2023).
2. 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.

### FUNDRAISING

	2019/20	2020/21	2021/22	2022/23
<b>Total funds donated by DLA Piper (£GBP)</b>	n/a	n/a	n/a	<b>£542,402</b>
<b>Total funds raised by employees and other sources (£GBP)<sup>1</sup></b>	£109,830	£117,561	£79,130	<b>£246,410</b>
<b>Volunteering hours (non-pro bono)</b>	n/a	n/a	n/a	<b>3,910</b>
<b>Number of staff engagements for volunteering</b>	n/a	n/a	n/a	<b>2,541</b>

#### Basis of preparation and notes

1. The FY 2022/23 figure was prepared in accordance with B4SI. It is therefore not directly comparable with figures published in previous years. 2022-23 now includes a larger source of funds identified as part of our Business for Societal Impact (B4SI) submission. This consists of funds contributed by employees for specific causes, funds contributed by employees in the UK through payroll giving, and funds contributed by outside sources.
2. Volunteer time represents hours given by DLA Piper employees from various countries across the international firm, during working hours.
3. Staff engagements log the number of engagement opportunities taken up by our people.

## Sound governance

### PROFESSIONAL INTEGRITY

	2019/20	2020/21	2021/22	2022/23
Anti-bribery and Corruption training completion rate	n/a	n/a	88%	<b>82%</b>
Anti-money Laundering training completion rate	n/a	n/a	87%	<b>68%</b>
Privacy and Data Protection training completion rate	n/a	n/a	89%	<b>89%</b>

#### Basis of preparation and notes

1. These figures represent a cumulative completion rate to date. 2022/23 figures are as of 26 May 2023.
2. Completion rates from 2019 to 2021 are not available due to internal data management changes, but will be reported in next year's reporting cycle.

### MODERN SLAVERY ACT AND PROCUREMENT

	2019/20	2020/21	2021/22	2022/23
Modern Slavery Act in Supply Chains training completion rate	n/a	80%	59%	<b>n/a</b>
Number people completed training /total enrolled	n/a	102/128	128/218	<b>n/a</b>

#### 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. In 2022/23 we have gone through training platform updates and are reconsidering how to deliver this training to make it more effective, including when it's best to deliver it. As a result, no training was delivered in 2022/23, and in 2023/24 we will relaunch it with a refreshed approach.



## Our environment

TOTAL CARBON EMISSIONS					GRI 305-1, 305-2
Scope 1, 2 and 3 carbon emissions (tonnes CO <sub>2</sub> e)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Total GHG location based emissions (Scopes 1, 2 and 3)	126,971	81,945	69,281	<b>75,079</b>	<b>-41%</b>
Total GHG market based emissions (Scopes 1, 2 and 3)	125,162	80,564	67,548	<b>73,800</b>	<b>-41%</b>

CARBON INTENSITY					GRI 305-4
Carbon emitted per person (Kg CO <sub>2</sub> e/person)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Scope 1 and 2 Location Based Emissions intensity	913	832	725	<b>618</b>	<b>-32%</b>
Scope 1 and 2 Market-based Emissions intensity	675	646	499	<b>460</b>	<b>-32%</b>
Scope 1, 2 and 3 Location Based Emissions intensity	16,700	11,068	9,023	<b>9,260</b>	<b>-45%</b>
Scope 1, 2 and 3 Market Based Emissions intensity	16,462	10,881	8,798	<b>9,102</b>	<b>-45%</b>

CARBON EMISSIONS BY SCOPE					
(tonnes CO <sub>2</sub> e)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Direct (Scope 1) GHG emissions (generated by the firm)	1,204	1,471	1,866	<b>1,404</b>	<b>+17%</b>
Indirect (Scope 2) GHG location-based emissions (purchased by the firm)	5,738	4,692	3,698	<b>3,606</b>	<b>-37%</b>
Indirect (Scope 2) GHG market-based emissions (purchased by the firm)	3,929	3,311	1,965	<b>2,327</b>	<b>-41%</b>
Indirect (Scope 3) GHG emissions (generated outside the firm)	120,029	75,782	63,718	<b>70,069</b>	<b>-42%</b>

SCOPE 3 EMISSIONS BY CATEGORY					GRI 305-3
(tonnes CO <sub>2</sub> e)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Purchased goods and services	75,142	54,013	43,758	<b>41,283</b>	<b>-45%</b>
Capital goods	9,249	10,995	9,237	<b>9,244</b>	<b>0%</b>
Fuel and energy related activities (FERA)	1,737	1,437	1,991	<b>1,808</b>	<b>+4%</b>
Upstream transportation and distribution (courier/postage)	274	227	198	<b>347</b>	<b>+27%</b>
Business travel	28,302	357	2,949	<b>11,662</b>	<b>-59%</b>
Employee commuting	5,009	5,364	2,151	<b>2,944</b>	<b>-41%</b>
Working from home	n/a	3,238	3,351	<b>2,617</b>	<b>n/a</b>
Waste generated in operations	250	124	74	<b>153</b>	<b>-39%</b>
Water supply	67	26	10	<b>10</b>	<b>-85%</b>

### Basis of preparation and notes

We have restated emissions data throughout the above tables. These updated figures reflect changes in our calculation methodology as well as improvements in our data capture and data management. For example, we've now included Well-to-wheels (WtW) emissions for Upstream Transportation and Distribution, Business Travel and Employee Commuting, which is a requirement introduced by SBTi after the approval of our science-based target. These changes have been applied to our baseline, which have resulted in a 3% increase. Further, as a result of continuously improving our data capture and management systems, we've made small corrections throughout the year to specific data categories. Please note that the carbon emissions data for FY 2022-23 stated in this report varies from the data stated in our GHG assurance statement by less than 1%. This small variance occurred as a result of us making further corrections to our data after the assurance exercise was completed.

### PROCUREMENT SPEND COVERED BY SCIENCE-BASED TARGETS

(% spend)	2021/22	2022/23
% Purchased Goods and Services spend covered by a SBTi commitment	24%	<b>22%</b>

### Basis of preparation and notes

This metric includes the percentage of our procurement spend during the financial year with suppliers who have set a near-term science-based target validated by the Science Based Targets initiative (SBTi) and those who have made a formal commitment to SBTi to set this type of target.

Please note, in 2022/23, we moved away from reporting on % emissions covered by this commitment, towards % spend, therefore the two figures reported are not perfectly comparable.

CARBON EMISSIONS INTENSITY BY COUNTRY

GRI 305-4

Scope 1 and 2 location-based emissions intensity by country of operation (Kg CO <sub>2</sub> e/person)	2019/20	2020/21	2021/22	2022/23	% change from baseline		2019/20	2020/21	2021/22	2022/23	% change from baseline
Australia	1,861	1,573	1,169	1,011	-46%	New Zealand	480	303	151	1,326	177%
Austria	985	1,036	819	545	-45%	Norway	40	34	36	15	-62%
Bahrain	3,351	2,897	3,081	3,019	-10%	Poland	508	337	291	135	-73%
Belgium	536	544	2,906	564	5%	Portugal	965	1,012	666	197	-80%
China	1,416	1,329	1,215	1,066	-25%	Qatar	3,057	1,022	800	1,865	-39%
Czech Republic	1,254	1,004	606	477	-62%	Romania	926	378	911	636	-31%
Denmark	433	379	181	126	-71%	Singapore	1,812	1,585	356	1,310	-28%
Finland	292	334	195	136	-53%	Slovakia	467	151	670	151	-68%
France	103	82.5	83.5	72.0	-30%	South Africa	2,147	2,024	1,457	2,164	1%
Germany	856	795	341	277	-68%	South Korea	1,396	1,096	860	589	-58%
Hong Kong	1,059	794	727	667	-37%	Spain	845	552	204	396	-53%
Hungary	248	201	160	159	-36%	Sweden	33	31	16	13	-61%
Ireland	927	67.9	1,857	865	-7%	Thailand	1,188	1,784	1,522	1,924	62%
Italy	432	427	326	286	-34%	United Arab Emirates	1,069	914	476	417	-61%
Japan	977	889	995	925	-5%	United Kingdom	1,296	1,094	995	859	-34%
Luxembourg	697	641	461	316	-55%						
Morocco	1,496	1,331	1,910	0	-100%						
Netherlands	1,138	2,307	2,129	1,898	67%						
						Basis of preparation and notes					
						In 22/23 our Morocco office was transitioning to new premises, which disrupted carbon emissions data capture and reporting.					

ENERGY CONSUMPTION WITHIN THE ORGANISATION					GRI 302-2
	2019/20	2020/21	2021/22	2022/23	% change from baseline
<b>Fuel from non-renewable sources (GJ)</b>	21,438	27,285	29,103	<b>24,163</b>	<b>+13%</b>
Mobile Gasoline/petrol	1,483	929	824	<b>1,054</b>	
Mobile Diesel	1,461	500	638	<b>143</b>	
Stationary Diesel	7	3	3	<b>10</b>	
Natural gas	18,487	25,854	27,638	<b>22,956</b>	
Fuel from renewable sources	n/a	n/a	n/a		
<b>Total Electricity (MWh)</b>	18,127	15,051	13,611	<b>13,861</b>	<b>-24%</b>
Electricity (grid mix)	8,182	7,168	4,501	<b>4,844</b>	
Green electricity (certified)	9,945	7,883	9,110	<b>9,016</b>	
<b>Own Fleet Electric vehicles (MWh)</b>	0	0	14	<b>1</b>	
<b>Heating consumption (GJ)</b>	0	0	6,457	<b>4,878</b>	
District heating	0	0	6,457	<b>4,878</b>	
<b>Self-generated electricity (MWh)</b>	0	0	0	<b>0</b>	
<b>Total energy consumption (GJ)</b>	86,697	81,469	84,610	<b>78,941</b>	<b>-9%</b>

ENERGY INTENSITY					GRI 302-3
	2019/20	2020/21	2021/22	2022/23	% change from baseline
Energy consumed per meter <sup>2</sup> of office space (KWh/m <sup>2</sup> )					
Energy intensity (floor area)	136	132	131	<b>119</b>	<b>-13%</b>
Floor area (m <sup>2</sup> )	177,008	171,790	178,915	<b>184,508</b>	<b>+4%</b>

WASTE MANAGEMENT					GRI 306-2
	2019/20	2020/21	2021/22	2022/23	
% waste diverted from landfill	62%	76%	89%	<b>83%</b>	
<b>Total waste produced (t)</b>	<b>1,370</b>	<b>515</b>	<b>724</b>	<b>1,017</b>	
<b>Total waste diverted from disposal (t)</b>	<b>856</b>	<b>390</b>	<b>645</b>	<b>840</b>	
Hazardous waste by recovery operations (t)	0	0	3	<b>3</b>	
Non-hazardous waste by recovery operations (t)	856	390	642	<b>837</b>	
<b>Total waste directed to disposal (t)</b>	<b>514</b>	<b>125</b>	<b>78</b>	<b>177</b>	
Hazardous waste by disposal operations (t)	0	0	1	<b>3</b>	
Non-hazardous waste by disposal operations (t)	514	125	77	<b>174</b>	

TOTAL WATER CONSUMPTION					GRI 303-5
	2019/20	2020/21	2021/22	2022/23	
Municipal water supply (m <sup>3</sup> )	194,671	75,188	65,090	<b>69,594</b>	
Water supply intensity (m <sup>3</sup> /person)	26	10	8	<b>9</b>	