

## DLA Piper WEF Stakeholder Capitalism Metrics Index 2022-23

### WORLD ECONOMIC FORUM STAKEHOLDER CAPITALISM METRICS – CORE METRICS AND DISCLOSURES (SEPTEMBER 2020)

Pillar	Theme	Metrics and disclosures	DLA Piper response and commentary	Sustainability Report section/page reference
Governance	Governing purpose	<p><b>Setting purpose</b></p> <p>The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.</p>	<p>DLA Piper is committed to making business better by helping clients transition to, and thrive in, a more sustainable future. We're fulfilling our vision to be the leading global business law firm – entrepreneurial, innovative and a trusted business partner to our clients around the world.</p> <p>Our mission and purpose drive this success: we help our clients succeed, and together we make business better.</p> <p>But we can't stand still. The world is changing rapidly, and the environment we operate in is more challenging. So we've refreshed our firm strategy, to make sure we're sustaining our efforts in some areas and making faster progress in others.</p> <p>Sustainability is a strategic priority for the firm. We continue to support our clients to transition to, and thrive in, a more sustainable future, as we continue to integrate sustainability into our own operations.</p>	<p>We are actively exploring how we can fully live up to our purpose in all parts of our business. Please read more about our work in our series of Deep Dive Reports linked below:</p> <ul style="list-style-type: none"> <li>• <a href="#">Our People Deep Dive Report 2022-23</a></li> <li>• <a href="#">Societal Impact Deep Dive Report 2022-23</a></li> <li>• <a href="#">Net Zero Deep Dive Report 2022-23</a></li> </ul>
	Quality of governing body	<p><b>Governance body composition</b></p> <p>Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.</p>	<p>In early 2021, we carried out a review of the competence, knowledge and experience of our Board, including around sustainability topics. For environmental and social issues, the assessment rated all 12 of our current Board members at a level between 2 (some competence, knowledge and experience) and 3 (competent, knowledgeable and experienced). The average competence score of the whole Board in this area was 2.4.</p> <p>Further information on our governance body composition can be found in our Sustainability Report.</p>	<p><a href="#">Impact Summary Report 2022-23</a> (pages 18-22, 33-35)</p>
	Stakeholder engagement	<p><b>Material issues impacting stakeholders</b></p> <p>A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.</p>	<p>We carried out a double-materiality assessment in 2021-22, which identified 15 material issues, prioritised by order of importance both in terms of impact on society and financial impact on our firm. Globally, our top six material issues are:</p> <ol style="list-style-type: none"> <li>1. Net zero transition</li> <li>2. Diversity, mobility and inclusion</li> <li>3. ESG risks and governance oversight</li> <li>4. Client advice on environment</li> <li>5. Employee health and wellbeing</li> <li>6. Nurturing talent</li> </ol>	<p><a href="#">Impact Summary Report 2022-23</a> (the full document is structured around our 15 material issues)</p>

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Pillar	Theme	Metrics and disclosures	DLA Piper response and commentary	Sustainability Report section/page reference
Governance	Ethical behaviour	<p><b>Anti-corruption</b> Total percentage of governance body members, employees and business partners who have received training on the organization’s Anti-corruption policies and procedures, broken down by region.</p> <ul style="list-style-type: none"> <li>• Total number and nature of incidents of corruption confirmed during the current year, but related to previous years.</li> <li>• Total number and nature of incidents of corruption confirmed during the current year, related to this year.</li> <li>• Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.</li> </ul>	<p>82% of all our people have completed the firm’s Anti-bribery and Corruption training, and 68% of our people have completed the firm’s Anti-money Laundering training.</p> <p>We are in continually improving our data management methods and hope to report break-downs of training statistics by governance body members vs. Employees in the future, broken down by region.</p> <p>We currently do not disclose number and nature of incidents of corruption for current or previous years.</p> <p>We discuss initiatives and stakeholder engagement for combating corruption in section 6.4 Professional integrity.</p>	<p><a href="#">Impact Summary Report 2022-23 (pages 18-22, 33-35)</a></p>
	Ethical behaviour	<p><b>Protected ethics advice and reporting mechanisms</b> A description of internal and external mechanisms for:</p> <ul style="list-style-type: none"> <li>• Seeking advice about ethical and lawful behaviour and organizational integrity; and</li> <li>• Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.</li> </ul>	<p>We have a range of policies and procedures in place related to our conduct and ethics. These policies help ensure that we act with integrity and accountability in all our business dealings and relationships, in compliance with all applicable legal and regulatory requirements. They include our Anti-bribery and Corruption Policy and Procedure, our Human Rights and Modern Slavery Policy, Conflict of Interest Policy, Ethics Policy and Sanctions Policy.</p> <p>In 2022, we updated our whistleblowing procedure by introducing an externally run, independent whistleblowing service. Any DLA Piper colleague or business partner can make a written report using the web-based service or can contact someone by phone at any time. The service includes the option to make the report anonymously.</p>	<p><a href="#">Impact Summary Report 2022-23 (pages 18-22, 33-35)</a></p>
	Risk and opportunity oversight	<p><b>Integrating risk and opportunity into business process</b> Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.</p>	<p>In the past financial year we finished the second phase of our climate risk assessment and integration, completing our high-level scenario analysis.</p> <p>For the analysis, we selected three climate scenarios (Net zero 2050/1.5°C, Delayed Transition/2°C, Current Policies/3°C) and four time frames (short-term, medium-term, long-term and very long-term). For each scenario and time frame, we carried out high-level scenario pathway modelling, as well as modelling of our material transition risks (reputation, markets, and policy and legal), physical risks, and opportunities.</p> <p>The next phase will consist of a deep-dive risk modelling and financial impact analysis. Following that, we will look into embedding the recommendations of the analysis into our business planning and risk management processes.</p>	<p>Our most recent CDP Climate Change questionnaire responses are publicly available on CDP’s website, which cover our risks and opportunities in greater detail.</p>

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Planet	Climate change	<p><b>Greenhouse gas (GHG) emissions</b> For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p>	<p>We have set a science-based carbon reduction target to reduce all 3 scopes by 50% by 2030 from a 2019 baseline year. As of 2022/23, we have reduced our carbon emissions across all 3 scopes by 41%. Please see detailed carbon emissions data in our ESG Metrics tables. In 2022, we went further and committed to become a net-zero law firm by 2040. Our net zero target was validated by the Science-Based Targets initiative in June 2023.</p>	<p><a href="#">Net Zero Deep Dive Report 2022-23 (p.8)</a></p>
		<p><b>TCFD implementation</b> Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	<p>Using the framework of the Task Force on Climate-Related Financial Disclosures (TCFD), we have completed a comprehensive gap analysis and an initial assessment of our climate risks and opportunities, to ensure our climate strategy is fully integrated into our overall business strategy. In the past financial year we finished the second phase of our climate risk assessment and integration, completing our high-level scenario analysis. We have also set a science-based carbon reduction target to reduce all 3 scopes by 50% by 2030 from a 2019 baseline year. In 2022, we went further and committed to become a net-zero law firm by 2040. Our net zero target was validated by the Science-Based Targets initiative in June 2023.</p>	<p><a href="#">Net Zero Deep Dive Report 2022-23 (p.8-9)</a></p>
	Nature loss	<p><b>Land use and ecological sensitivity</b> Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).</p>	<p>As a legal services provider, our operational impact on biodiversity is limited, as we operate out of primarily leased office spaces in urban areas in centres of large cities. We have begun an assessment of our biodiversity impacts by mapping our 40+ office locations internationally against the KBA database. The results indicate that 1 leased office is located in a KBA in Perth, Australia, and two leased offices are adjacent to KBAs in New Zealand. All of these are located in urban areas. We are currently in discussions with our landlords in these areas to understand more about the biodiversity status of these areas and whether there's opportunity for us to contribute to safeguarding and improving biodiversity at these sites.</p>	<p><a href="#">Net Zero Deep Dive Report 2022-23 (p.7)</a></p>
Freshwater availability	<p><b>Water consumption and withdrawal in water-stressed areas</b> Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.</p>	<p>Water consumption is the smallest of our operational environmental impacts in terms of materiality. As most of our offices are rented, we have limited control over our water supply and water conservation measures. In this year's report we are for the first time reporting our water consumption.</p>	<p><a href="#">Impact Summary Report 2022-23 (p.34)</a></p>	

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Pillar	Theme	Metrics and disclosures	DLA Piper response and commentary	Sustainability Report section/page reference
People	Dignity and equality	<b>Diversity and inclusion (%)</b> Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	Please see <a href="#">Our People Deep Dive Report 2022-23</a> for this data. Please note we do not currently report on ethnic or racial diversity of our people, but have plans to do so in the future.	<a href="#">Our People Deep Dive Report 2022-23 (p.23-27)</a>
		<b>Pay equality (%)</b> Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	We currently only disclose this information in the UK and Australia via our gender pay gap reporting.	<a href="#">Regional Highlights Report 2022-23 (p.19, 40)</a>
		<b>Wage level (%)</b> Ratios of standard entry level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	We do not currently disclose these metrics.	
		<b>Risk for incidents of child, forced or compulsory labour</b> An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: <ul style="list-style-type: none"> <li>• type of operation (such as manufacturing plant) and type of supplier; and</li> <li>• countries or geographic areas with operations and suppliers considered at risk.</li> </ul>	As a professional services business, most of our employees are professionally qualified and highly skilled people, a significant proportion of whom are regulated by a professional regulatory body. As a result, our risk of human rights or labour violations is lower overall than in sectors such as manufacturing or fashion. However, we have a responsibility to ensure that we do not overlook the small proportion of our people who are employed in lower wage professions and in higher risk markets. There's also a lower risk of labour and human rights violations in our supply chain, which consists of goods and services procured to enable our people to deliver legal services. However, there are certain areas of our supply chain that carry a potential risk of modern slavery – in particular, suppliers operating in Africa, the Middle East, and South East Asia, especially in labour-heavy sectors such as cleaning, catering, security, and transportation services.	<a href="#">Impact Summary Report 2022-23 (p.18-22)</a> Please also refer to our latest <a href="#">Modern Slavery statement</a>
	Health and well-being	<b>Health and safety (%)</b> The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	Workplace safety plays an important role in health and wellbeing, and we aim to foster a culture where all these aspects are treated holistically. Alongside our initiatives to support mental health, we have a management system in place to reduce the risk of accidents, injuries and illness. The system ensures a consistent approach to safety across our international offices.	<a href="#">Our People Deep Dive Report 2022-23 (p.28)</a>

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People	Skills for the future	<p><b>Training provided (#, \$)</b>                      Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).</p>	Data for average training and development expenditure and average hours of training per person is not available for this reporting period due to a change in our data management systems.	
Prosperity	Employment and wealth generation	<p><b>Absolute number and rate of employment</b>                      Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.</p> <p>Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.</p>	In FY22/23 the firm had 2,308 new hires. Our voluntary turnover rate was 15%.	<a href="#">Our People Deep Dive Report 2022-23 (p.23)</a>
		<p><b>Economic contribution</b></p> <p>1. Direct economic value generated and distributed (EVG&amp;D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by:</p> <ul style="list-style-type: none"> <li>• Revenues</li> <li>• Operating costs</li> <li>• Employee wages and benefits</li> <li>• Payments to providers of capital</li> <li>• Payments to government</li> <li>• Community investment</li> </ul> <p>2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.</p>	<p>The following figures are for FY21/22, as at the time of publishing this report these are the most recent figures publicly available:</p> <p>Direct economic value generated and distributed:</p> <ul style="list-style-type: none"> <li>• Revenue: GBP 1,240.3m</li> <li>• Operating costs: GBP 789.7m</li> <li>• Employee wages and benefits: GBP 370.5m</li> <li>• Payments to providers of capital: GBP 0.9m (interest payable on bank loans)</li> <li>• Payments to government: GBP 4.2m (tax)</li> <li>• Community investment: GBP 30.6m (including cash donations, in-kind and volunteering time)</li> </ul>	Refer to our full accounts on <a href="#">Companies House</a> website.

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People	Employment and wealth generation	<p><b>Financial investment contribution</b></p> <p>1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy.</p> <p>2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.</p>	<p>Intangibles</p> <ul style="list-style-type: none"> <li>• Additions £60.8m</li> <li>• Amortisation £13.7m</li> <li>• Net £47.1m</li> </ul> <p>PPE</p> <ul style="list-style-type: none"> <li>• Additions £14.8m</li> <li>• Depreciation £18.9</li> <li>• Net £(4.1m)</li> </ul> <p>Total net £43.0m</p>	Refer to our full accounts on <a href="#">Companies House</a> website.
		<p><b>Total R&amp;D expenses (\$)</b></p> <p>Total costs related to research and development.</p>	Figure not currently available for disclosure	
Prosperity	Community and social value	<p><b>Total tax paid</b></p> <p>The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	All taxation information for the firm is available on the UK Companies House website.	Refer to our full accounts on <a href="#">Companies House</a> website.