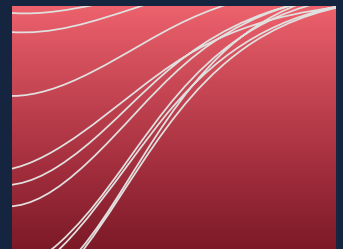
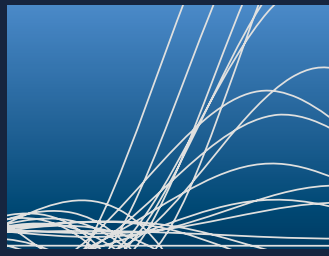


Improving socioeconomic diversity at DLA Piper

November 2022



One voice made of many

Foreword

At DLA Piper, diversity and inclusion is more than each of us having an individual voice. It's the collective power of those many different voices. We actively promote a culture that values and harnesses the uniqueness of every colleague. That embraces our individual journeys, experiences and perspectives. Inclusion, equity and representation shape our success and our mission to make business better – *together*.

Improving socioeconomic diversity is critically important for our firm and sector. We'll work to ensure a person's background doesn't dictate or limit the rest of their life, dreams or ambitions. DLA Piper has a long history of partnering with charities and NGOs to understand key social issues and work to use our skills and experience to make a difference. Through our community partnerships and programmes, recruitment practices and inclusion efforts, we help our internal and external communities to flourish.

We prioritise measuring the socioeconomic background of people who apply to our firm, people who join us, and our current workforce. But our current data doesn't give us a full picture. In our 2023 report, we'll be able to share more and better data, and more nuanced plans and goals to advance socioeconomic diversity at our firm.

Sandra Wallace CBE

Joint Managing Director UK & Europe, DLA Piper UK LLP
Former Social Mobility Commissioner & Co Chair
Co-Chair, Socioeconomic Diversity Taskforce
Trustee, National Numeracy



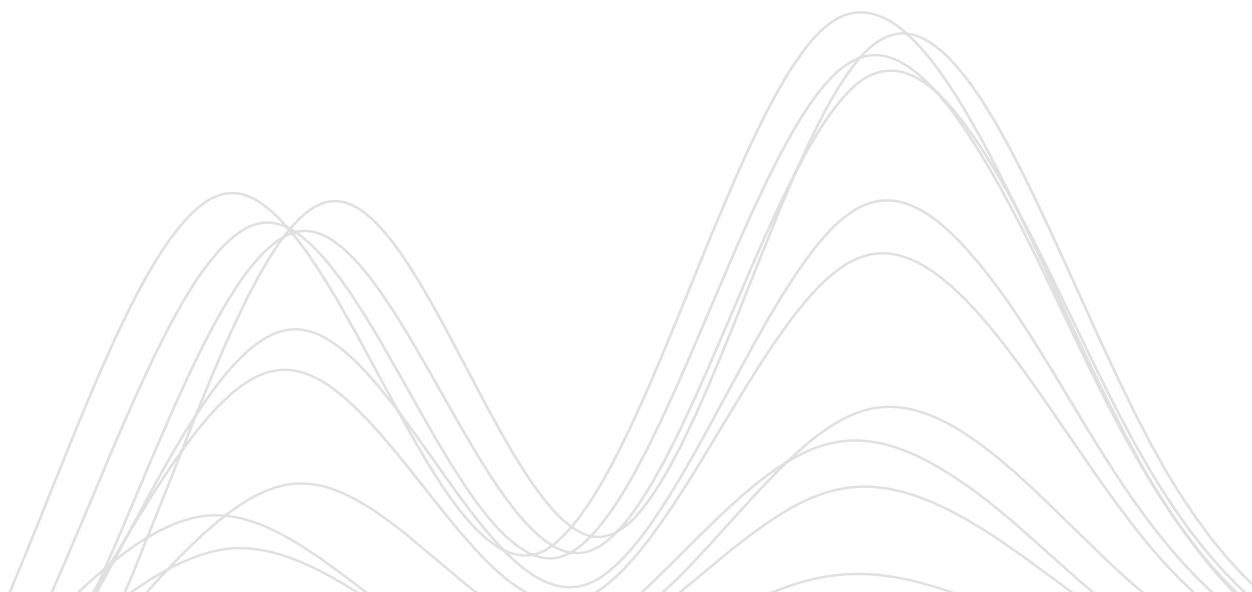
In 2021, we undertook a materiality assessment and engaged stakeholders to find out how important specific environmental, social and governance (ESG) issues are to them. Access to opportunity remains a key issue for the legal sector.

We've remained a leader in promoting social mobility by:

- 1 Understanding the challenges students face in entering and succeeding in the profession, helping us to break down barriers and broaden access.
- 2 Creating holistic and thoughtful programmes for young people from lower socioeconomic backgrounds, giving them practical support to pursue a career in law.
- 3 Diversifying the route to qualification by introducing alternative career paths, such as apprenticeships.
- 4 Promoting social mobility through our senior leaders' participation in the Socioeconomic Development Taskforce.
- 5 Including a socioeconomic diversity question in our employee engagement surveys to better understand how people feel about the culture at DLA Piper.
- 6 Launching a Sustainability Report that sets out our social mobility goals and actions.
- 7 Launching the Future Leaders network, supporting the previous Lord Mayor of London, Vincent Keaveny, in promoting social mobility across the UK.
- 8 Setting UK and international diversity and inclusion goals.

We've made good progress against external benchmarks.

In the UK Social Mobility Employer's Index 2022, we ranked 12th of the 75 top employers, an improvement of 5 places from our 2021 ranking.



How we're delivering our socioeconomic action plan

1. Community outreach, future talent pipeline and thoughtful recruitment

Community outreach

In 2022, we introduced KindLink, a one-stop shop for our community engagement, volunteering and fundraising activities. KindLink helps our people learn about, and contribute their time and skills to, key social issues such as social mobility. Through KindLink, we match our people to organisations working with young people from diverse backgrounds, to help them develop skills, confidence and aspirations and make informed decisions about their future.

Since 2017, we've also run Head Start, a long-term, high-impact outreach programme tailored to the needs of participants.

Partnerships to promote access and opportunity

In all our offices, we support our people to make connections with individuals and groups which are facing social, economic or cultural barriers to education or professional development. Some examples include:

- Colleagues in our Leeds office work with the Ahead Partnership to provide skills sessions for schools in Yorkshire. These sessions include advice on the types of career in the legal sector – including tech careers – and on confidence-building.
- Our North West offices collaborate with the Girls Network, an organisation that inspires and empowers girls from the least-advantaged communities by connecting them with a mentor and a network of professional female role models.

PARTNERING WITH UPREACH

In 2021, our Early Careers team partnered with upReach, a social mobility charity, to deliver mentoring, student insight days and career academy events.

Our Head Start programme

Head Start runs in the UK, Kenya, China, New Zealand and Australia, supporting talented young people who face social, economic, or cultural barriers to entering and succeeding in the legal profession.

Head Start students are recruited using evidence-based social equality criteria. The programme helps students increase confidence, build networks and gain knowledge through a mixture of internships, skills training and mentoring. Head Start can last from 18 months to five years, depending on the location. Head Start is not a pipeline programme, but since 2017, four Head Start students have been recruited into DLA Piper as graduates, apprentices or trainees.

Head Start around the world

UK – Runs in partnership with The Sutton Trust for three years and currently supports 113 students from six cities.

Australia – Supports Aboriginal and Torres Strait Islander students over two years and is run in partnership with CareerTrackers. The programme is part of our Reconciliation Action Plan.

China – Supports eight law students from remote and rural parts of China for four years while they study in Beijing.

Kenya – The five-year programme is currently supporting eight students as they enter university and is run in partnership with The Tanari Trust.

New Zealand – Run in partnership with The Prince's Trust New Zealand and available to students in their last year of high school and throughout university.

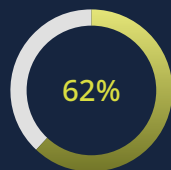
Measuring our impact

The Bridge Group evaluated the Head Start UK programme and found it is meeting its objectives.

Key findings:



of Head Start students were accepted into university or onto a high-level apprenticeship



of students were offered places at Russell Group universities



of students met multiple social mobility criteria



of students had a better understanding of the legal sector and were more motivated to achieve their career goals upon completion of Head Start



of students complete the Head Start with a better understanding of the skills and qualifications lawyers need



of students are more likely to enter the legal profession because of the Head Start programme



Diversifying routes to employment

Our targeted Early Careers Social Mobility Strategy focuses on:

1. Widening our understanding of the challenges students face in entering and succeeding in the profession, helping us to break down barriers and broaden access.
2. Diversifying the route to qualification through alternative career paths such as apprenticeships.
3. Reaching the widest student audience possible, and giving students confidence they can achieve and exceed their career aspirations.
4. Promoting the importance of improving social mobility.
5. In the period between the internship and graduate programme, levelling the playing field, by improving the skills and knowledge of students from underrepresented backgrounds.

We've also diversified entry-level routes into our firm and, in September 2021, introduced the Paralegal Apprenticeship and Solicitor Apprenticeship. We also have a pool of apprentices in our reprographics, secretarial and document production teams. And we offer Advanced (Level 3) and Degree (Level 5 -7) level apprenticeships.

PARTNERING WITH RARE

We use Rare Contextualised Recruiting software in our early careers recruitment process. This measures:

- whether applicants were eligible for free school meals;
- whether they were the first in their family to go to university;

- the type of school they attended;
- if they are a carer; and
- whether they had a part-time job while at school or university.

Contextualised recruitment measures the extent to which a candidate has or has not outperformed their social circumstance. The Rare system helps us to consider each candidate's academic achievements by finding the school they attended alongside their year of examination. The system then compares the candidate's grades with the school average.

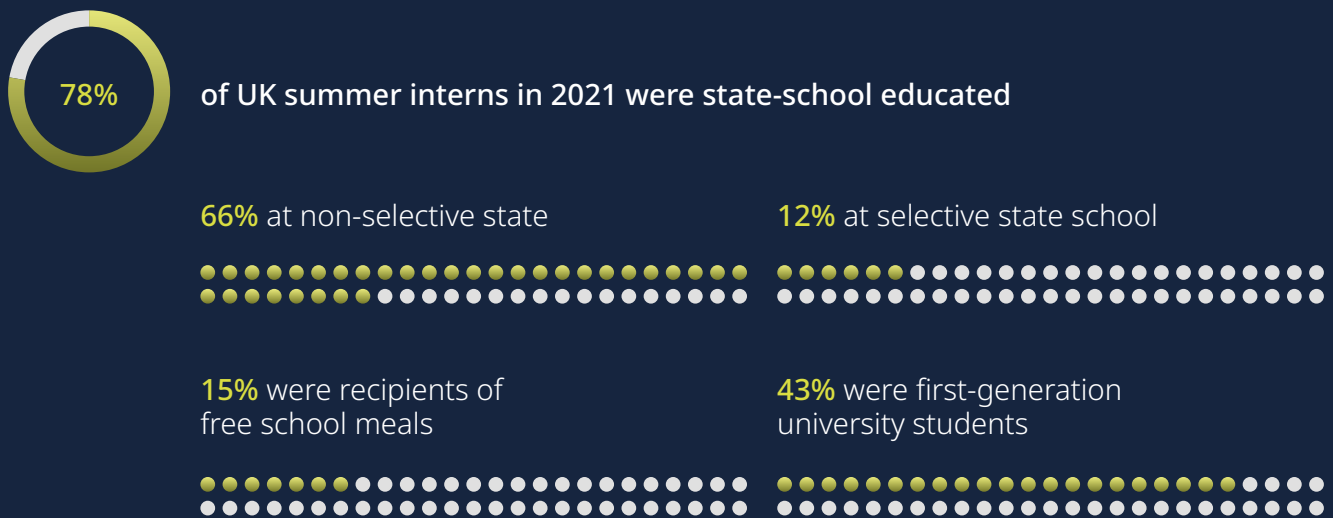
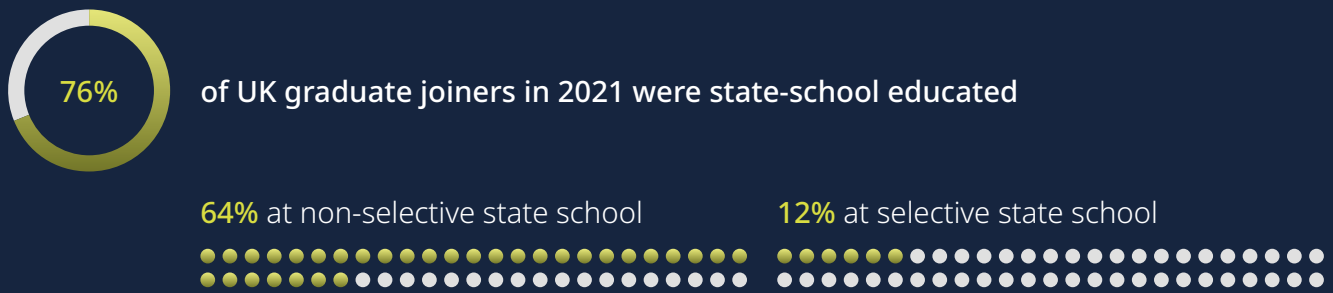
EXTERNAL RECOGNITION

Our efforts have been recognised when the Targetjobs National Graduate Recruitment Awards 2022 named DLA Piper overall winner in the Best Social Mobility Strategy category, which looks for best practice across all industries and sectors.

CONTINUING TO ASSESS AND SUPPORT ENTRY-LEVEL TALENT

We offer training, coaching and mentoring to incoming graduates to help them thrive and succeed. We want to level the playing field and help young people overcome any barriers when they join our firm.

Measuring our progress



Retention

We've increased retention at the end of the Graduate Programme. In 2021:



Apprenticeships

We launched our solicitor apprenticeship programme in 2021, to access and nurture new pools of talent. Apprenticeships provide entry level career opportunities combined with high-quality training. Participants earn while they learn so they are increasingly seen as an attractive alternative to university for school leavers and can be a vehicle for improving social mobility

as they break down traditional barriers, including the cost of higher education. In partnership with schools, colleges, and community groups we can target young people who are underrepresented in our profession, including those from lower socioeconomic backgrounds, to join us and grow their careers.

Case study

Fabian Murray, Solicitor Apprentice

Hi I'm Fabian and I'm part of the first cohort of Solicitor Apprentices at DLA Piper. Since joining the firm, I have worked with the Corporate department and have now moved over to the Litigation and Regulatory department.



What made you choose to do a solicitor apprenticeship?

I felt university would be a continuation of college - studying and passing exams. To become the best lawyer I could be, I felt I needed to take a different path and move out of my comfort zone. The apprenticeship offers the best of both worlds, I can gain the academic qualifications needed to be a lawyer, whilst simultaneously developing invaluable practical skills through on-the-job training.

The apprenticeship has given me a platform to show others that their background shouldn't be a barrier to pursuing a career in law. I'm proud to be part of a group who are championing alternative routes into the profession and am passionate about ensuring these opportunities are available to people who are underrepresented.

What does being a Solicitor Apprentice involve?

One day is spent at university studying towards a LLB (and the SQE in years 5 and 6) and four days are spent in the office working with my practice group. My study day involves an online lecture at 9am followed by an in-person seminar 11-1. When I'm in the office I assist my team on a variety of transactions in the same capacity as a trainee. Some of the matters I'm currently working on are preparing applications to court regarding PPI claims, a dispute in relation to phishing and fraudulent payments, and another dispute in relation to the legality and enforceability of business loans.

If you hadn't done your apprenticeship, what would you have done?

The only other option would've been to study law at one of my chosen universities, but the cost of accommodation is a big issue.

My parents can't support me financially, so the idea of university being a struggle in terms of a comfortable living impacted my decision to apply for an apprenticeship.

What difference have you seen in yourself as a result of your apprenticeship?

Without a doubt I can see how I've grown and matured during my time on the programme. I have a vision for my future and can see a long and promising career in law. The apprenticeship has given me great opportunity to help others as well, I have supported students through their own applications, undertaken pro bono work and participated in D&I activities.

To me an apprenticeship is....

Intellectually stimulating, challenging, and rewarding. It constantly ensures I am personally and professionally learning and growing, and gives me the opportunity to build relationships and help others.

2. Culture, engagement and career progression

We retain diverse talent by ensuring people thrive and achieve their full potential. We focus our efforts on driving positive change.

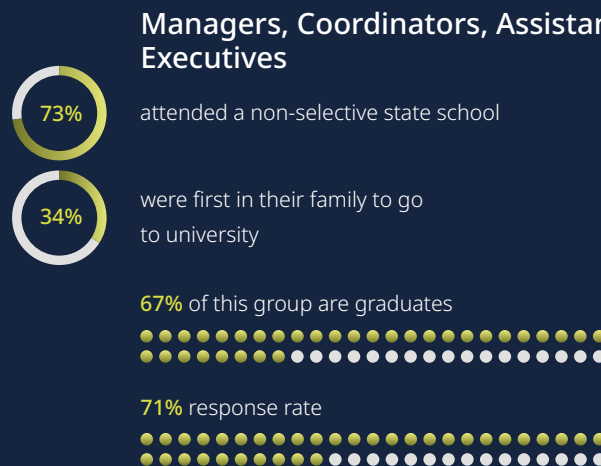
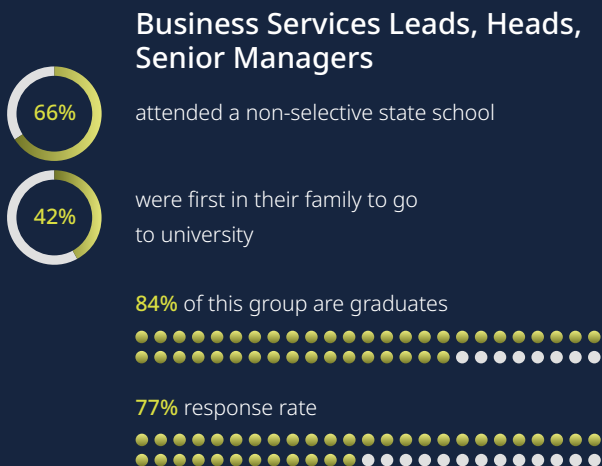
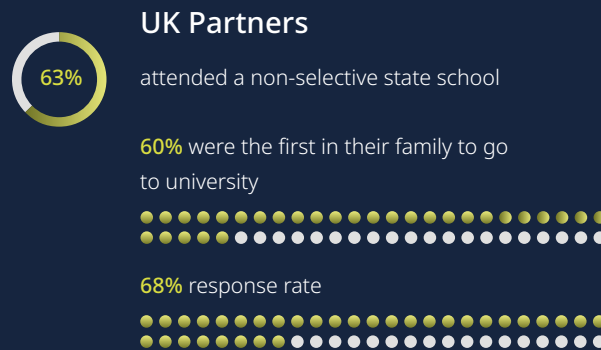
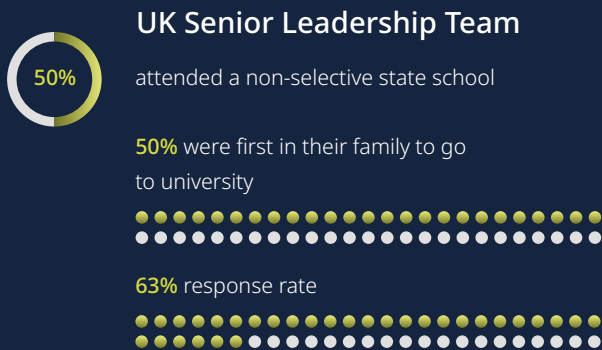
Measuring socioeconomic background and progression

We measure socioeconomic progression rates of two groups of population: those who attended a non-selective state school from ages 11 to 16; and those who were the first generation in their family to attend university. We have a 72% disclosure rate for each of these metrics.



Are our people progressing?

We assess the promotion rates of those from non-selective state schools and the first in their family to attend university. For 2021:



Through the process of developing this report, we have reflected on a number of things:

1. While our disclosure rates are high across most sections of our population, they could be higher. We will continue to engage our people about the importance of assessing diversity outcomes across the employee lifecycle and to better understand their personal experiences. We will encourage all our people to share their personal diversity information, and their experience at the firm, where possible.
2. In 2022, we added the question about their parent or primary carer's occupation at the age of 14 across our application processes, we also asked this question to our existing population. This question helps develop our understanding of the socioeconomic makeup of the firm.
3. We are confident that talent is recognised in the business and opportunities are available widely, regardless of socioeconomic background. We'll review socioeconomic data and outcomes across other talent processes in 2023, such as pay, learning and development opportunities.

Legal Directors and Lead Lawyers

53%

attended a non-selective state school

46% were the first in their family to go to university



87% response rate



Senior Associate / Associate

61%

attended a non-selective state school

41% were first in their family to go to university



76% response rate



Secretarial and Paralegal Staff

83%

attended a non-selective state school

18%

were first in their family to go to university

42% of this group are graduates



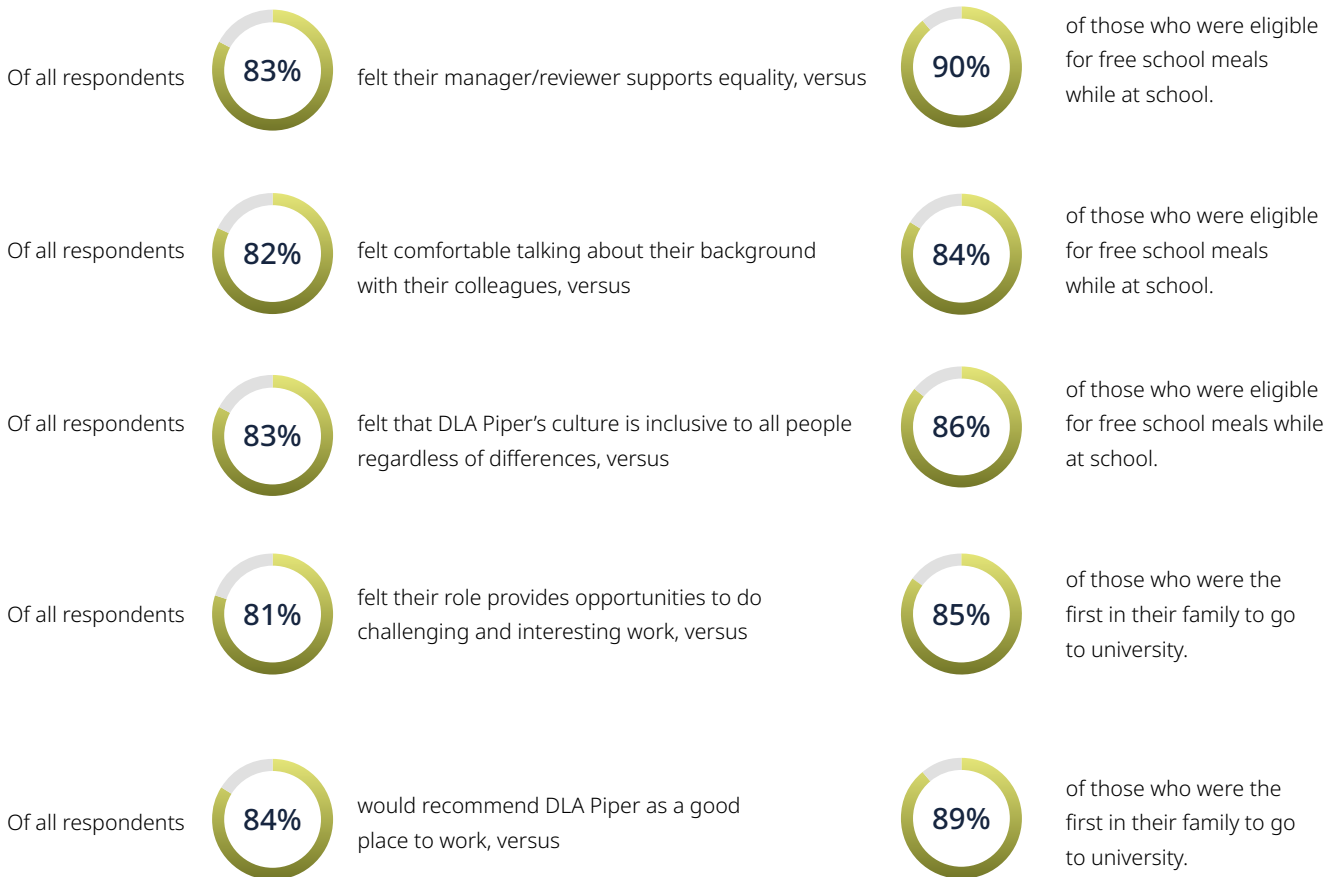
76% response rate



Understanding how our people feel about our culture and whether they can bring their true self to work

We measure our inclusive culture through our employee engagement survey, helping us understand how people feel about the firm's culture across the UK. We also track diversity demographics, including socioeconomic background.

How do our people feel? (Findings from our October 2021 engagement survey)



72% of our people answered the social mobility questions in this survey, these findings are based on this.

We saw higher engagement across several key areas for those from lower socioeconomic backgrounds when compared to our overall UK workforce. We continue to assess and monitor results following each engagement survey and report findings to our leadership team and work with them to find credible solutions to our diversity issues.

Our people stories

We have several ways for people to share their stories, whether internally on our intranet or externally across our social media channels and website. We support and sponsor public events, such as the DiveIN Festival, and new social mobility initiatives, such as the Employer Social Mobility Alliance and the Social Mobility Awards. One Voice Made of Many – our D&I communications strategy – celebrates the individuality and diversity of our people and nurtures our inclusive culture.

3. The role of our leaders

Our leaders have long used their time and energy to advance socioeconomic diversity in the legal profession and beyond.

- Our Global Co-CEO, Simon Levine, has volunteered in schools in his home town of Hull, and has been appointed to the UK government's newly created board for the Office for Students.
- Sandra Wallace, our European Co-Managing Partner, is a Trustee on National Numeracy.
- Partner Vincent Keaveny used last year's term as Lord Mayor of London to promote social mobility and establish the Future Leaders programme.
- Partner David Ampaw is a board member with the Prime Commitment.
- Sandra and Vincent lead workstreams on the City of London Socioeconomic Diversity Taskforce.

Socioeconomic background is intricately linked to protected diversity characteristics and we recognise the benefits of an active and integrated approach to diversity and inclusion. In 2022, we'll develop our international social mobility action plan and work with clients and other key stakeholders on social mobility activities.



