

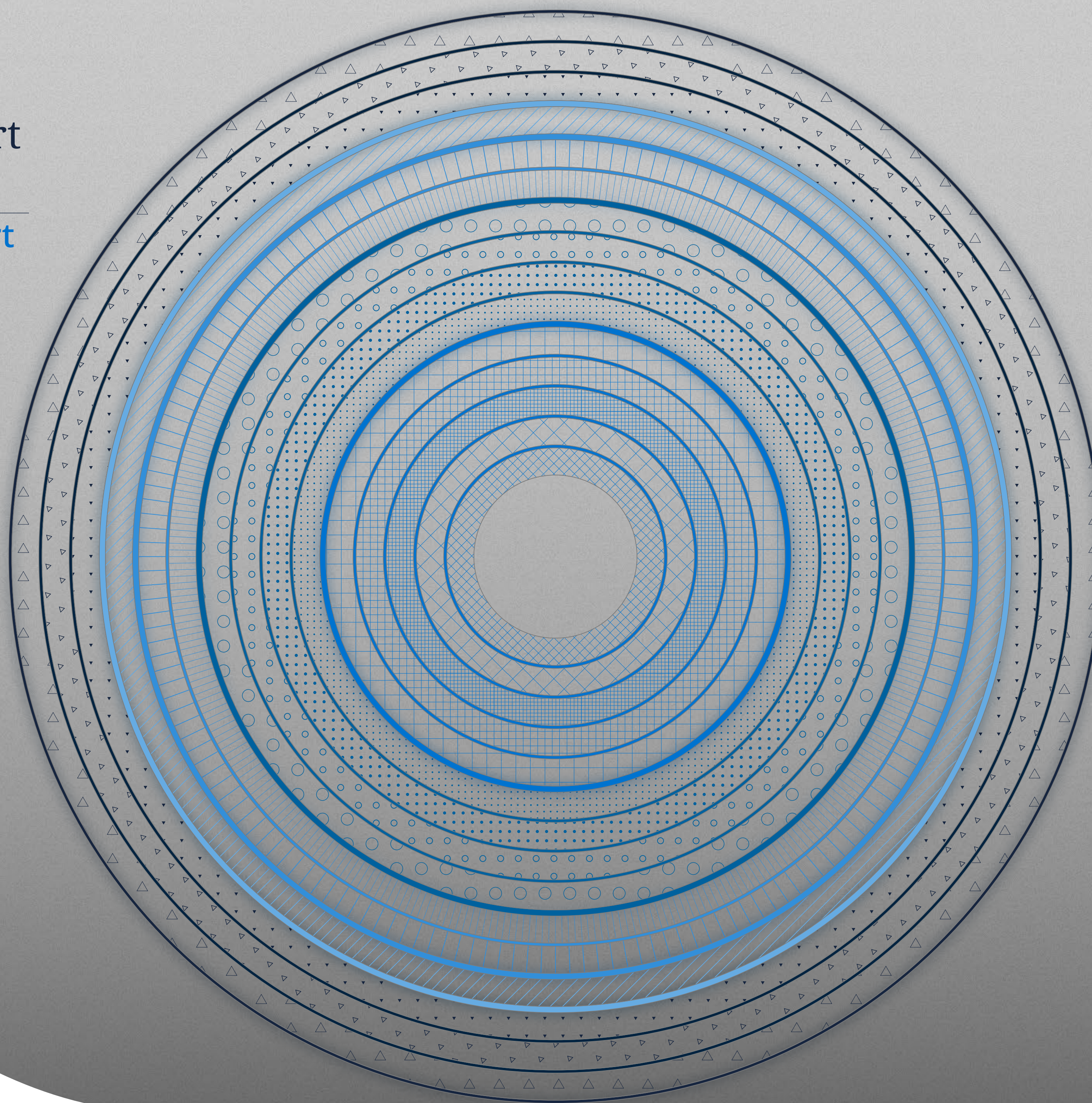
DLA PIPER INTERNATIONAL

Sustainability Report

2022/2023

Impact Summary Report

Delivering on our purpose
and mission to help our
clients succeed and together
make business better





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Overview

About us

DLA Piper is a global law firm operating on every continent.

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.

Our mission and purpose drive this success: we help our clients succeed, and together we make business better.

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.

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.

Our values

From our interactions with our people, to our work with clients and our relationships with communities, we live by these values in everything we do:



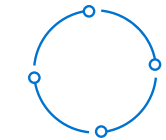
Be supportive

We are compassionate and inclusive, valuing diversity and acting thoughtfully.



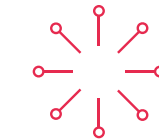
Be bold

We are fearless and inquisitive, challenging ourselves to think big and find creative new solutions.



Be collaborative

We are proactive, passionate team players, investing in our relationships.



Be exceptional

We are strategic and driven, exceeding standards and expectations.





About this report

This summary report gives our stakeholders a concise account of how we're addressing the sustainability topics that are most important to our firm, and to them. It's for anyone interested in knowing more about our efforts to be a sustainable and responsible business – in particular, our people (and those who may be thinking about working with us), our clients, our business partners, NGOs we work with, and our suppliers. It covers the financial year May 2022 – April 2023.

This summary report is part of our wider [reporting suite](#).

For a more in-depth discussion of our top material issues, you're invited to review our three Deep Dive Reports:

- [Our People Deep Dive Report 2022-23](#)
- [Net Zero Deep Dive Report 2022-23](#)
- [Societal Impact Deep Dive Report 2022-23](#)

For a better understanding of how we're addressing sustainability priorities in the different geographies where we operate, please review our [Regional Highlights Report 2022-23](#).

Finally, for a quantitative view of our sustainability performance and reporting, please see the [back of this report](#).

We're working to build on the progress we made in the past several years on disclosure and transparency. We remain committed to sharing the most relevant information that is balanced between achievements and challenges, and overall moving closer to reporting best practice. We recognise there are still gaps, and we're actively working to resolve them in future reports. As part of our reporting approach, we will stay abreast of upcoming ESG reporting regulations such as the EU's Corporate Sustainability Reporting Directive (CSRD) to ensure our reporting remains rigorous and aligned with mandatory requirements.

This report is a snapshot of our activities over a particular period. We encourage you to visit our [website](#) and social media accounts for up-to-date information about our sustainability progress and plans.

Our International Board and Executive have reviewed and approved this report.

We welcome feedback. If you have any suggestions or questions, please email us at responsiblebusiness@dlapiper.com.

Report scope

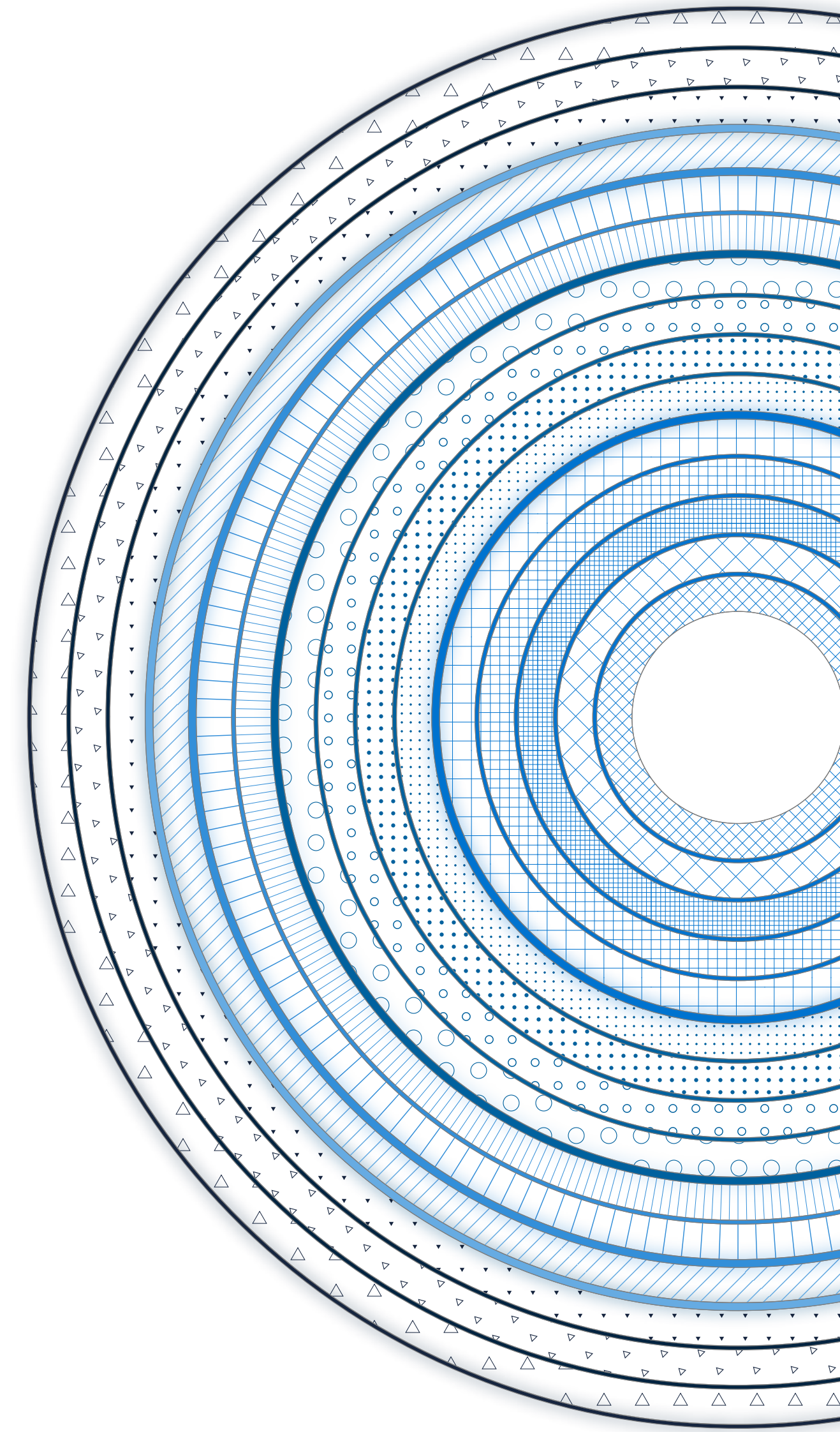
DLA Piper has operations across the globe. This report covers the activities of our offices in Africa, Asia Pacific, Europe and the Middle East (which we refer to as DLA Piper International), excluding activities of our offices in the Americas, Nordics, Portugal, New Zealand, and partner firms in Africa. Where we describe governance structures, management systems, policies, activities and performance data in this report, they relate to DLA Piper International, unless otherwise specified. The full list of our practicing entities is on our [website](#).

We primarily report on the 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 and have included appropriate labeling to indicate where the scope of data reported is beyond DLA Piper International.

Assurance and basis of preparation

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, and also responds to applicable Sustainability Accounting Standards Board (SASB) and World Economic Forum (WEF) stakeholder capitalism metrics.

Accenture has provided [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.



A word from our senior leaders

Statement from our CEO

The report you're about to read tells our firm's sustainability story over the last year. And there's a lot to say.

Starting at the highest level, we've refreshed our firm's strategy. Through this process, we recommitted to our purpose of, with our clients, making business better. We've also integrated sustainability as a priority focus area where we must take bold action and make faster progress.

Our net zero target was formally validated by the Science Based Targets initiative, and we've cut our total carbon emissions by 41% since 2019, in large part due to the impact of COVID-19. We'll build on the permanent operational changes behind this reduction.

Earlier in 2023, Legal Charter 1.5 was launched. As an active founding member, we're working with other law firms on areas such as advised emissions. This year we also became a founding member of the Legal Taskforce for the Sustainable Markets Initiative.

We slightly increased the percentage of women in our partnership to 25%, from last year's 23%. Positive news, but we want to speed up progress towards our 2030 diversity goals. Our regions, countries and practice groups are developing their own Diversity, Equity and Inclusion plans tailored to their specific needs.

Our pro bono practice has empowered people and improved societal systems around the globe. One highlight was our South Africa team representing the Helen Suzman Foundation in their case fighting the termination of the Zimbabwean Exemption permit regime. If the regime had come into force, thousands of Zimbabweans would have been forced to leave the country where they've lived, worked and studied for over 15 years.

Lawyers from across all our international locations continued to support Ukrainian refugees. We also launched our strategic partnership with UNHCR – the UN refugee agency – and we've committed to providing UNHCR with USD3.7 million equivalent of pro bono support over three years.

Looking forward, we'll continue with climate transition planning and fully integrating ESG risks into the firm's governance and risk management systems. We'll continue to embed DEI and health and wellbeing principles into how our firm operates, particularly in equipping team, practice and regional leaders with knowledge and skills.

We've come a long way. Thank you to our people, clients, partners and suppliers for your support. I look forward to further integrating sustainability into every part of our firm.

Simon Levine
Global Co-CEO





Statement from our Chairman

As I speak to colleagues, clients and business partners, one thing is clear: being a sustainability partner means we must lead by example.

This report shows how we're making sustainability central to our governance structures and leadership mindset.

Recent extreme temperatures across the Northern Hemisphere are a warning of the urgent need for climate action.

The climate crisis is inextricably linked to environmental and social issues such as biodiversity and social justice. For the first time, we took part in the biodiversity COP by acting for Papua New Guinea in Montreal. We were also active at COP27 in Egypt, where we moderated events and launched initiatives, such as a model law on funding for African climate projects.

Diverse teams produce better outcomes for our firm and our clients. Credible action on diversity also supports a fairer and more equal society. Women now comprise half of our partnership promotions, and almost 60% are from underrepresented groups.

We support access to opportunity in the legal sector through our Head Start social mobility programme. Since our last report, we've published our first social mobility impact report, covering our progress in the UK, improved our ranking in the Social Mobility Index, launched Horizons, our new social mobility network and expanded Head Start into Ireland. Over 300 colleagues are mentors to Head Start scholars or Global Scholarship Fellows.

Our global pro bono practice has focused on forced displacement for many years. This year, the Ukraine Advice Project gave information to over 4,300 Ukrainians and their families. In Belgium, we helped 5,000 asylum seekers who were denied access to housing. And in the UK, the Displaced Legal Talent Initiative is working to hire displaced lawyers.

Society and business face a huge social and environmental transition and how we engage with our people, clients, suppliers and partners is key to the transformation needed to deliver this. Our firm has much work ahead of us, but as we continue to understand and manage our impacts, I'm proud of our role in supporting the transition to a more sustainable future.

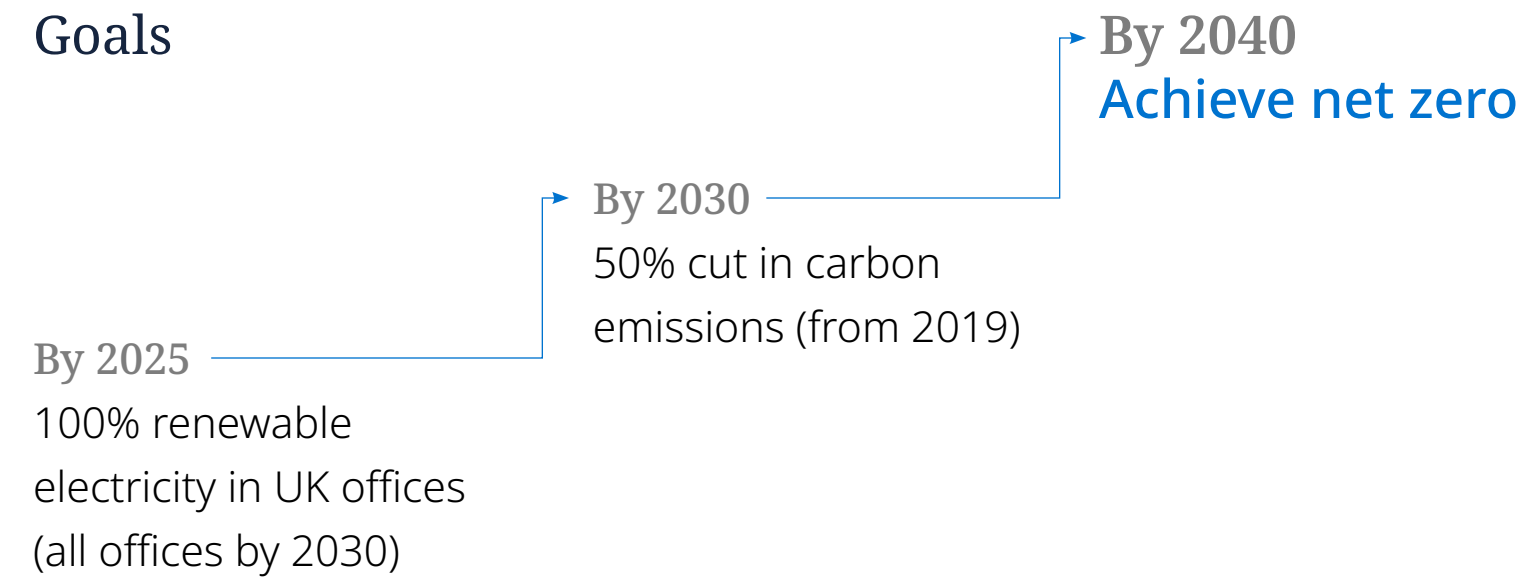
Jon Hayes
Senior Partner



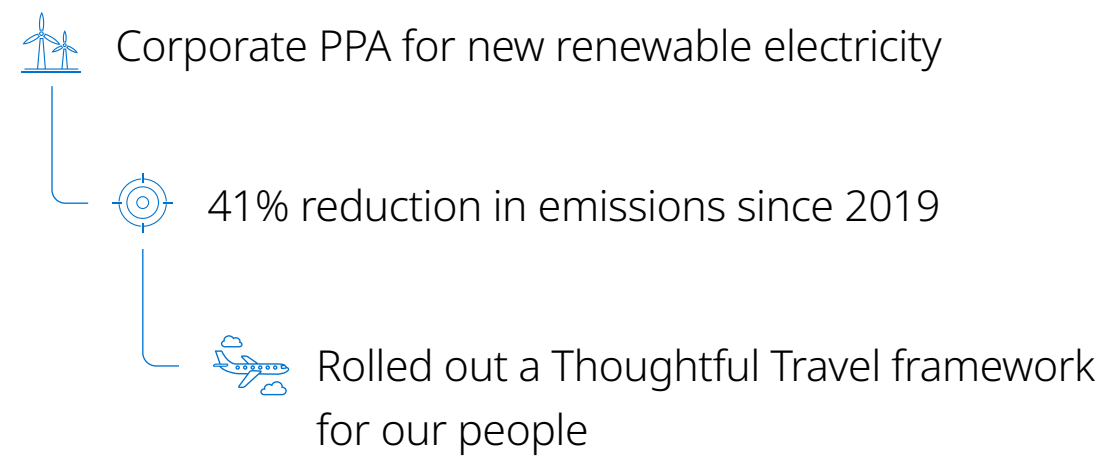
Sustainability at DLA Piper

Net zero by 2040*

Goals



Achieved



Our next priorities

- Climate transition plan: Implementing carbon budgets for business travel
- Advised emissions methodology to understand how our client advice impacts emissions globally: Decarbonising our supply chain which accounts for 95% of all our emissions

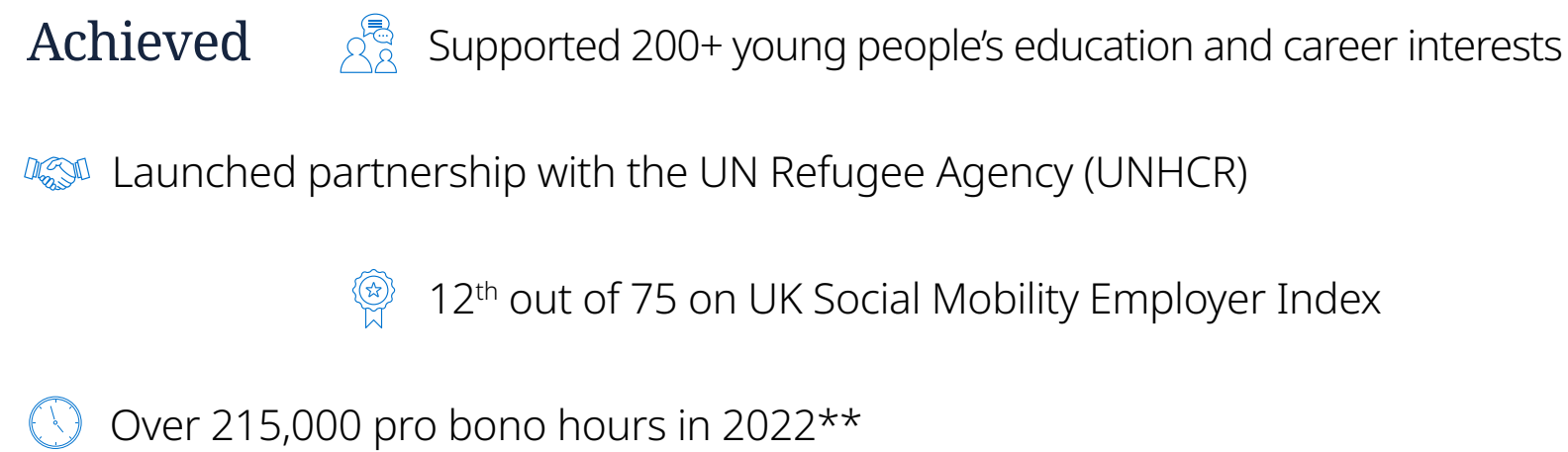
*Our net zero target incorporates DLA Piper International and our offices in the Nordics, Portugal and New Zealand.
**Our total pro bono hours contributed includes hours from DLA Piper International and DLA Piper US.

Reducing inequality and promoting social justice

Goals

- Increasing access to education and opportunity in the legal profession
- Promoting social justice and capacity building through legal advice

Achieved

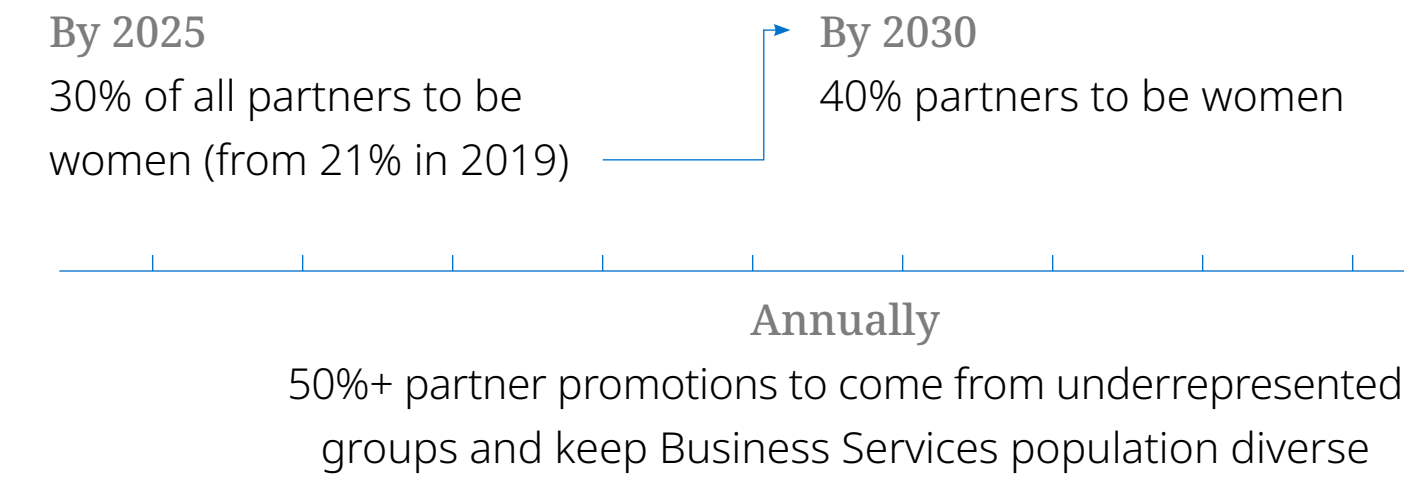


Our next priorities

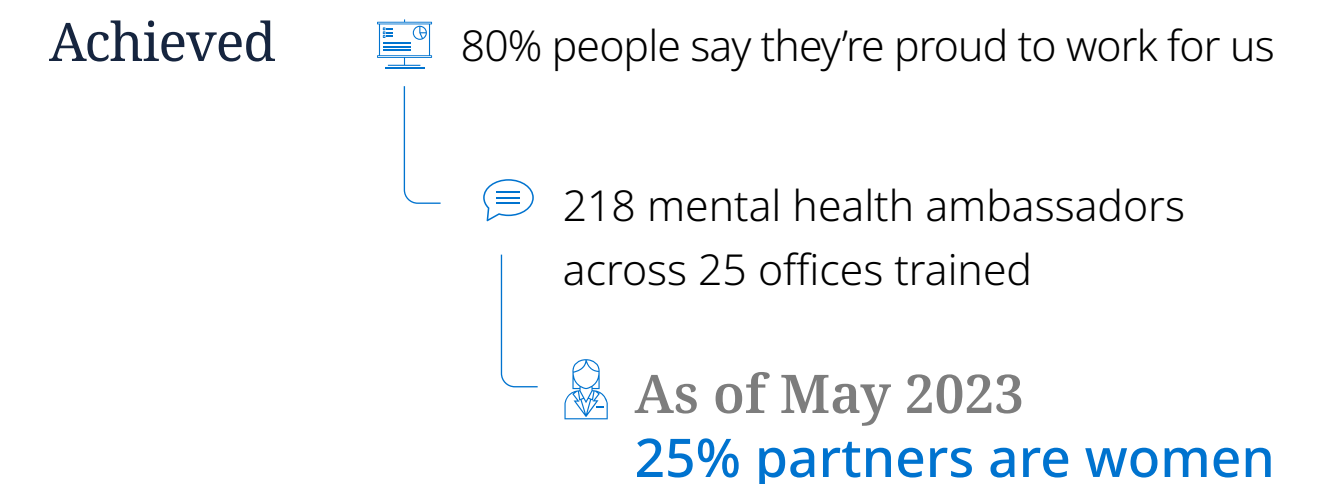
- Leveraging technology for innovation
- Creating a social impact measurement framework across all parts of our business

Becoming a more diverse and inclusive workplace

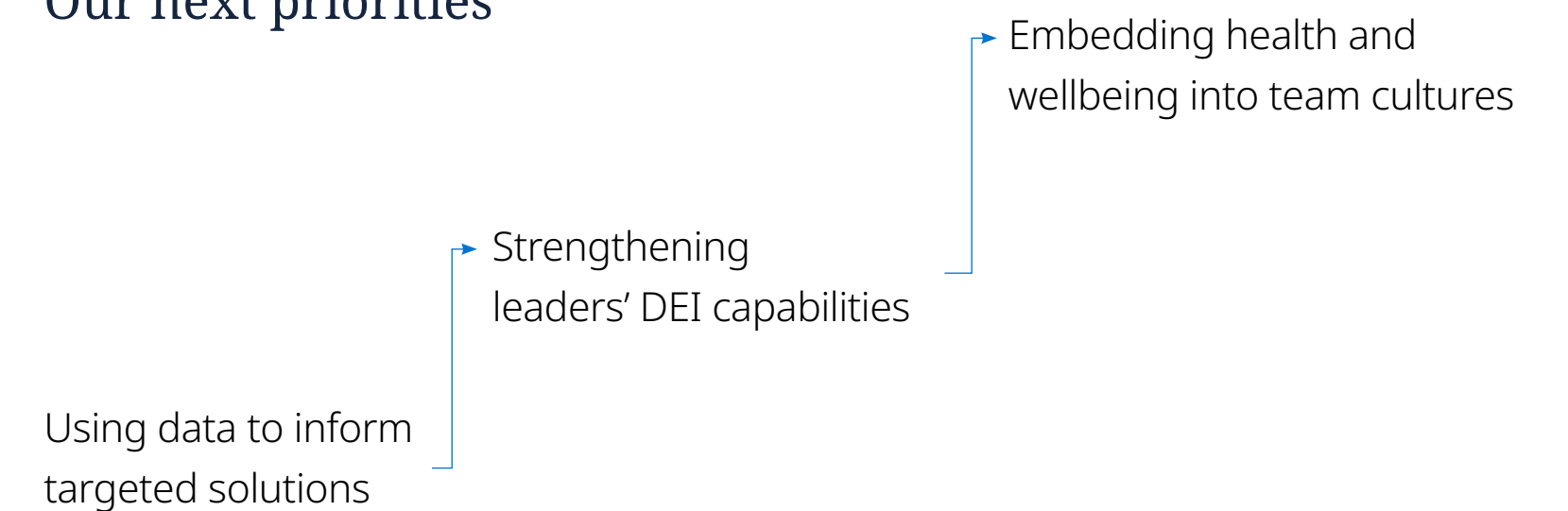
Goals



Achieved



Our next priorities





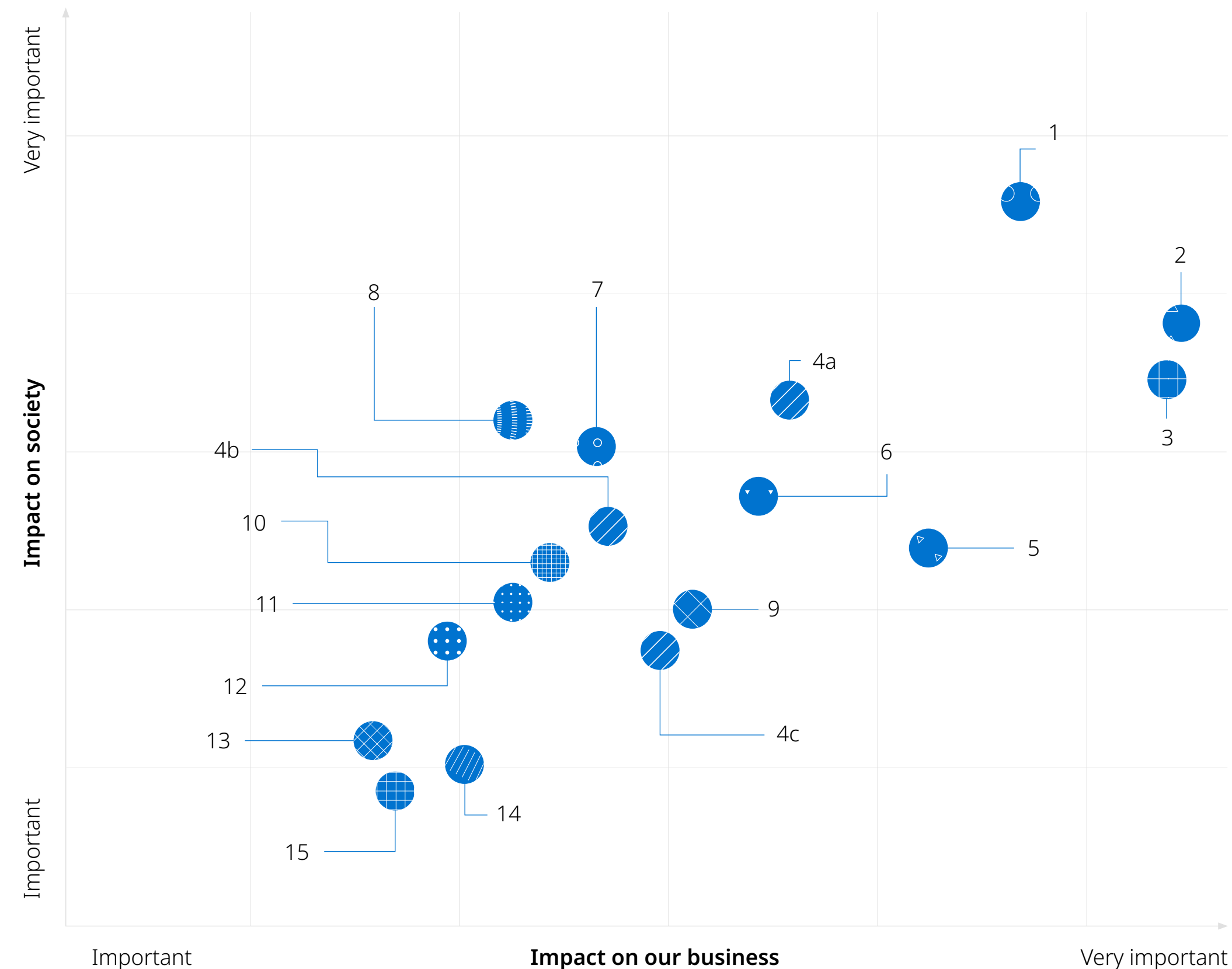
Our approach to sustainability

Economic growth, business success and a sustainable future are inextricably linked, and the legal sector, including international business law firms like DLA Piper, has a key role to play in supporting the sustainability transition.

As a global law firm, we're at the centre of unfolding systemic changes to address planetary boundaries and social concerns that have the potential to disrupt the way we do business and the way our society functions.

To act as a sustainability partner to our clients, we know we first need to lead by example. Our materiality assessment has given us a clear mandate to advance on our own operational sustainability and ESG priorities with more urgency, including on reaching net zero as fast as we can, understanding the impact of our advice in support of our clients' transitions to net zero, increasing Diversity, Equity and Inclusion within our business, and enabling good mental health and wellbeing of our people.

DLA Piper's material issues



1. Net zero transition
2. Diversity, Equity and Inclusion
3. ESG risks and governance
- 4a. Client advice on environment
- 4b. Client advice on societal impact
- 4c. Client advice on governance
5. Employee health and wellbeing
6. Nurturing talent
7. Operational footprint
8. Social justice and capacity building
9. Ethical protection and use of data
10. Professional integrity
11. Sustainable supply chain
12. Circular economy
13. Stakeholder dialogue
14. Community impact
15. Labour and human rights

Our material issues

This report focuses on our 15 material issues, which we identified through our double-materiality assessment in early 2022. This involved looking at both the financial and wider social and environmental impacts of our business and included engaging a range of internal and external stakeholders from across our value chain.

Like many of our peers, we've made more progress in acting on some of our material issues than others. For example, some issues have measurable targets or goals in place (such as transitioning to net zero and Diversity, Equity and Inclusion (DEI)), while in others we're still working to assess our performance and develop a plan forward.

In this report we present our progress in a consistent format for each material issue, so we eliminate the risk of skimming over challenges or gaps, or cherry picking only positive highlights.

For more background on our materiality assessment, please read our [Sustainability Report from 21-22](#).

Key strategic priorities

CLIMATE TRANSITION PLAN

We're progressing our climate transition plan and developing actions for our new net zero target, which was validated by SBTi in June 2023. As part of our transition planning, we're also finalising our climate change risk and opportunity analysis, embedding climate (and wider ESG) risk management into our governance structures, and developing a process to integrate climate considerations into client and matter intake.

IMPACT OF CLIENT ADVICE ON CLIMATE TARGETS

We're working to better understand the impact of our client advice on sustainability objectives. We're starting by understanding the impact of our advice on greenhouse gas emissions globally (also known as advised emissions) through developing a robust methodology.

SOCIAL IMPACT

We're also exploring how we can better understand and measure the social impact of the firm beyond traditional community investment.

DATA GOVERNANCE AND INSIGHTS

Finally, we're continuing to focus on improving our data governance systems, so we have the right and reliable information to make sound decisions and allowing us to improve our accountability and transparency.



Our people

Diversity, Equity and Inclusion

WHY THIS MATTERS TO US

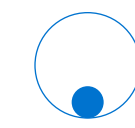
Lack of diversity remains a challenge for the legal profession, especially at senior levels. This matters for our business, because we know that firms that can draw on diverse perspectives and experiences are more innovative,¹ are better equipped to manage risk, and deliver higher quality work for their clients.

Taking action to improve diversity not only contributes to a fairer and more equal society, but also improves our performance and makes us more competitive. Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns² above their respective national industry medians.

1. [Why Diversity and Inclusion Has Become a Business Priority](#), Josh Bersin, 2015.

2. [Why diversity matters](#), McKinsey, 2015.

WHAT WE AIM TO ACHIEVE



30%
of all partners to be women by 2025 (40% by 2030)



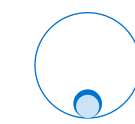
At least half
of all internal partner promotions to come from underrepresented groups* each year



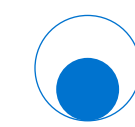
Ensure our Business Services population
remains inclusive and representative

Alongside these goals, our regions, countries and practice groups are developing their own Diversity, Equity and Inclusion (DEI) plans tailored to their specific needs.

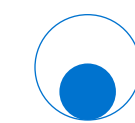
ARE WE ON TRACK?



We've improved our partnership gender diversity year on year, **from 23% to 25%**, making progress towards our 30% target



59%
of newly promoted partners in 2023 were from underrepresented groups



Our Business Services population remains diverse – **53% of colleagues** come from underrepresented backgrounds

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We partnered with Farringford Legal to carry out research into how we can promote a better gender balance at senior levels of our firm. We've already implemented several actions and initiatives to address the recommendations.
- We launched our new HR transformation programme, including Success Factors, a platform that allows us to capture diversity data and insights more accurately. We've also been developing DEI dashboards to make our DEI information more accessible and actionable.
- We've refreshed our approach to DEI training for our senior leadership.
- We've taken 51 participants through Elevate, our sponsorship programme that matches individuals from underrepresented groups with leadership potential with senior partner sponsors.
- We launched Momentum, a new pilot programme aimed at preparing talented female lawyers and those from other underrepresented groups for senior leadership.
- We launched Horizons, our new people network for colleagues from less-advantaged backgrounds and published our first [Social Mobility Report](#) in the UK.

WHAT'S NEXT?

We'll continue to improve our data management systems to inform more targeted solutions so that we can achieve our diversity goals.

READ MORE

This is just a short summary of how we're advancing diversity, equity and inclusion at DLA Piper. For more, please read [Our People Deep Dive Report 2022-23](#).

*Underrepresented groups are defined as female, LGBT+, minority ethnic groups, disability and those from lower socioeconomic background. Gender is reported across DLA Piper International offices, and other diversity characteristics are based on UK offices only.



Employee health and wellbeing

WHY THIS MATTERS TO US

Law is a rewarding profession but solicitors can at times face long hours and demanding workloads, and an ongoing competition for talent is dialling up the pressure and the risk of burnout. Our vision is to create a firmwide culture where great work and a high level of health and wellbeing go hand-in-hand. We focus on four key pillars: physical, emotional, social and financial health.

WHAT WE AIM TO ACHIEVE

Our employee health and wellbeing strategy focuses on:

- Promoting greater awareness at work for all.
- Providing support and care for our colleagues.
- Preventing health and wellbeing issues.

ARE WE ON TRACK?



We've trained over 218 SPEAK ambassadors in 14 countries and across 25 offices**



73%* of our people believe DLA Piper shows care and concern for its people



67%* of our people feel they have someone at work to whom they can speak about health and wellbeing



78%* of our people feel part of a supportive team



70%* of our people feel they have the flexibility they need to manage their work and home life

*Based on the findings of our latest employee engagement survey conducted in May 2022.

**SPEAK ambassadors in 2022-23

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We introduced colleagues to a new externally hosted mental health platform called Unmind which also offers an app service.
- We partnered with a digital health platform, Peppy to launch support programmes and services for our people relating to menopause, fertility, pregnancy, early parenthood and men's health.
- We began pursuing WELL Building Standard alignment, which covers conventional areas such as air quality and noise levels, but also emphasises measures to support mental and emotional health, such as providing disruption-free and productive working areas, fitness activities and relaxation spaces.

- To support colleagues who are experiencing unexpected and exceptional financial hardship, we launched the Employee Emergency Support Fund (EESF), a flexible mechanism that provides financial assistance through grants and short-term interest-free loans. In 2022-23 the Fund provided five grants totalling over GBP20,000.
- We ran a six-part series of talks with the Positive Group, exploring topics such as self-limiting beliefs, perfectionism, the psychology of sleep, and the power of kindness.

WHAT'S NEXT?

We'll roll out training for people managers aimed at embedding health and wellbeing into our workplace culture.

In October 2023 we'll conduct our bi-annual engagement survey, which will give us updated insights into our progress around health and wellbeing. We'll also use other metrics to help us plan where we need to focus our efforts, including online analytics, training participation, and use of platforms such as Unmind and our Employee Assistance Programme (EAP).

We'll continue to focus on expanding our SPEAK Ambassadors programme so it reaches more people across our international offices – for example, we'll be introducing mental health first aid for some of our HR population and existing SPEAK Ambassadors network.

READ MORE

This is just a short summary of how we are addressing employee health and wellbeing at DLA Piper. For more, please read [Our People Deep Dive Report 2022-23](#).



Nurturing talent

WHY THIS MATTERS TO US

As an organisation of more than 7,000 people, creating a nurturing environment where people can grow is a key strategic focus area for DLA Piper. When people feel their careers are being supported, they're more likely to feel engaged and fulfilled, and to deliver their best work.

WHAT WE AIM TO ACHIEVE

We're committed to helping our colleagues grow, supporting them on their career paths, and enabling them to have a fulfilling life outside of work.

New Deal, our new employee value proposition launched in 2022, is based on three principles:

- **We trust you:** trusting every individual and team to find a balance of home and office work that's right for them.
- **We value you:** recognising and rewarding the contribution people make through fair pay and benefits, and by providing the infrastructure and resources to ensure long-term success.
- **We invest in you:** supporting career development, including revitalising opportunities for international development and secondment.

ARE WE ON TRACK?



80%*

of our people say they are proud to work at DLA Piper



74%*

overall firmwide engagement score



83%*

of our people would recommend DLA Piper as a good place to work



2,094

of our lawyers have taken part in pro bono work in 2022**



200+

local eMission 2030 champions working towards our climate goals



300+

DLA Piper people have served as mentors to young people from underrepresented backgrounds

*Based on the findings of our latest employee engagement survey conducted in May 2022.

**The participation number for pro bono represents lawyers from our International offices including fee earners from our Brand integrated firms.

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We've begun to evolve our learning and development roadmap to ensure it supports our business and HR objectives.
- We re-launched and expanded our international secondment offer.
- We added new L&D capabilities, such as improved ability to assess the effectiveness of our L&D offer and an online mentoring module, to name a few.
- We supported 50 colleagues to become Carbon Literate and to receive certification from the [Carbon Literacy Project](#).
- We launched platforms that help connect our colleagues with volunteering opportunities.

WHAT'S NEXT?

We'll introduce new modules to our HR platform, which will further enhance the integration between talent identification and learning delivery at DLA Piper.

Our international L&D programmes will continue to contribute to the firm's sustainability agenda by offering more specialised trainings for legal professionals.

READ MORE

This is just a short summary of how we're nurturing talent at DLA Piper. For more, please read [Our People Deep Dive Report 2022-23](#).



The impact of our advice

Advised emissions

WHY THIS MATTERS TO US

We're committed to understanding how our client advice impacts sustainability objectives. We are starting with the impact of our advice on the goals of the Paris Agreement, otherwise known as advised emissions.

WHAT WE AIM TO ACHIEVE

We aim to develop a robust, evidence-led methodology for assessing how our client advice contributes to the goals of the Paris Agreement. We do not believe this can be done solely on a high-level, principles-based approach or by evaluating the transition plans of our clients – we need to understand how our advice impacts global greenhouse gas emissions.

In parallel with developing our own methodology, we are seeking to shape industry best practice to ensure that standards for our sector in this area are robust, based on verifiable data and are grounded in impact on climate action metrics.

ARE WE ON TRACK?

The legal sector is at the very beginning of the advised emissions journey. This is a complex topic for which there is no blueprint; we'll need to – and are determined to – take a pioneering role.

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

We have engaged with an expert third party partner to help us develop a methodology for advised emissions, and are developing a model for how this methodology will be integrated into our client and matter onboarding framework.

Along with seven other law firms with offices in the UK we founded the [Legal Charter 1.5](#), which seeks, amongst other objectives, to galvanise the legal sector's role in achieving the Paris goals. We actively shaped the principles of the Charter related to Advised Emissions and are an active member of their Advised Emissions Working Group.





Our society

Social impact

WHY THIS MATTERS TO US

As one of the largest international law firms, we have a significant impact on society. By gaining a deeper understanding of our impact, we can contribute to reducing inequality and building a fairer world.

WHAT WE AIM TO ACHIEVE

Our societal investment focuses on two areas:

- Increasing access to education and opportunity in the legal profession.
- Promoting social justice and capacity building through legal advice.

ARE WE ON TRACK?^{1,2}



162

students in 6 countries were supported by our Head Start programme



50

Fellows across 14 countries were supported by our Global Scholarships Programme



215,521

pro bono hours contributed in 2022



48 hours

on average were dedicated by our lawyers across the International firm to pro bono work in 2022



1,000+

colleagues engaged with our volunteering platform



GBP181,000

donated by the firm to UNHCR projects, including GBP55,000 to UNHCR emergency appeals



GBP184,674

raised and donated by our colleagues in 2022-23

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We expanded our Head Start programme to Ireland.
- We ran several engagement programmes and workshops with our Global Scholarships Programme Fellows.
- We launched the Pro Bono portal, allowing us to manage our pro bono practice more effectively.
- We launched the [NGO guide](#) – a free tool designed to help NGOs navigate nonprofit laws around the world.
- We supported the Ukraine Advice Project, which connects Ukrainians fleeing from war in Ukraine with advice on accessing legal pathways to the UK, and we partnered with PILnet and Amazon's global legal department to develop 25 country guides for people fleeing Ukraine, and the NGOs and services providers who are supporting them.
- In collaboration with [Tent](#), we're developing a resource for companies in key European countries that gives prospective employers information about Ukrainians' right to work in each country.

- Our Know Your Rights programme has supported participants of **114** different nationalities and has been run in **16** different countries.
- We gave an equivalent of **GBP974,000** in pro bono support to our strategic partner, UNHCR.
- We hosted a two-day legal training session for **30** local small business owners in Johannesburg.
- We assisted the country of Georgia at the **COP27 climate negotiations**.

WHAT'S NEXT?

We'll develop a new social impact framework, which will help us to better understand and measure the impact we have on society and to guide our future societal investments. Looking ahead, we'll continue to explore opportunities to roll out high-impact community engagement programmes to more countries to address local inequality issues, including expanding the Head Start programme.

We'll also develop a skills-based volunteering strategy so all colleagues across our firm can provide their expertise to our communities in a meaningful way.

We'll expand our understanding of social impact beyond our community investment.

READ MORE

This is just a short summary of how we're addressing social impact at DLA Piper. For more, please read our [Societal Impact Deep Dive Report 2022-23](#).

1. Our Head Start and Global Scholarships programmes cover countries across EMEA and APAC.

2. Our total pro bono hours contributed includes hours from DLA Piper International and DLA Piper US.



Our environment

Net zero

WHY THIS MATTERS TO US

At DLA Piper, we recognise the urgent need for society to transition to a world where global warming is limited to 1.5°C, and we're committed to doing our part to achieve this goal.

WHAT WE AIM TO ACHIEVE

We have science-based targets in place to halve our carbon emissions by 2030 and to achieve net zero (reduce carbon emissions by 90% from a 2019-20 baseline year and neutralise residual emissions at target year) carbon emissions across scopes 1, 2 and 3 by 2040. Both of these targets have been validated by SBTi.

We are developing a methodology to measure the impact of our client advice on the Paris Agreement goals, and developing our climate transition plan. See more in [Impact of our advice section on page 12](#).

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We developed country-level carbon budgets for business travel and will be piloting and refining their implementation over the coming year.
- We onboarded a new supplier management tool to help us better assess ESG risks in our supply chain and to better engage with our suppliers on ESG issues.
- We've been assessing opportunities for switching to renewable electricity in our offices and have engaged with landlords on the issue too.

- We certified 50 of our UK colleagues as Carbon Literate with the [Carbon Literacy Project](#).
- We've assessed how and where our IT can help enable a faster transition to operating more sustainably.
- We've reviewed and restructured our International Energy and Climate Change Committee for greater effectiveness and accountability. This is our internal body charged with driving our progress towards our net zero target.

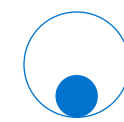
WHAT'S NEXT?

Next year we look forward to reporting more progress on our supply chain engagement and working with our suppliers collaboratively to align to a 1.5°C future. We also expect to progress our efforts to decarbonise our business travel.

As we work to rapidly decarbonise our own operations we are also developing our climate transition plan, building on our climate risk and opportunity analysis (using the TCFD framework), to fully understand the climate implications on our investment and growth.

ARE WE ON TRACK?

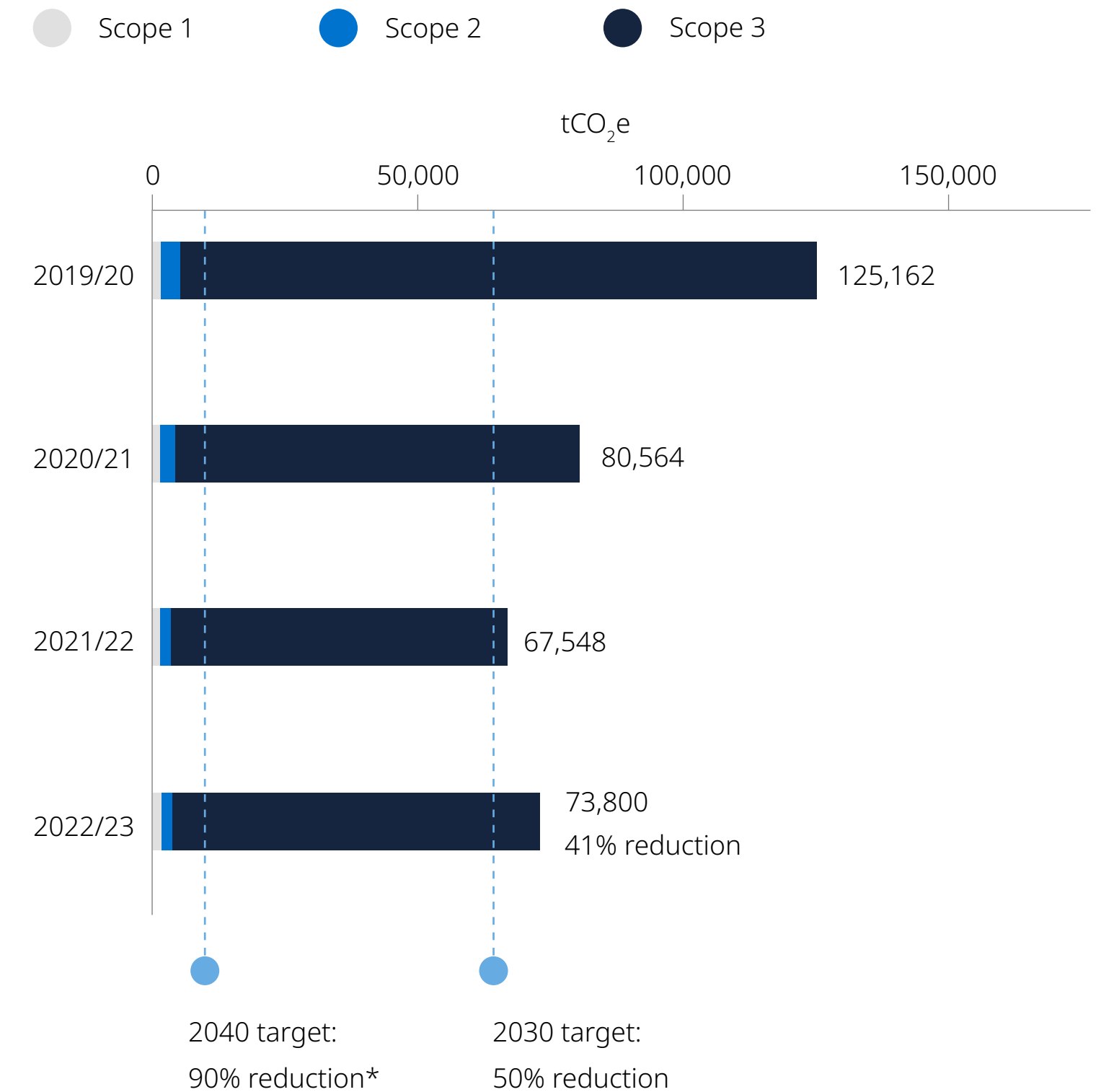
We've reduced our carbon emissions by **41%** since 2019-20 across scopes 1, 2 and 3



READ MORE

This is just a short summary of how we're working towards net zero operations. For more, please read our [Net Zero Deep Dive Report 2022-23](#).

PROGRESS TOWARDS OUR CARBON REDUCTION TARGETS



*Aligned to the SBTi framework, we are committed to reduce our emissions by 90% by 2040, and will neutralise the remaining 10% in the target year via credible methods.

**Data reflects DLA Piper International and our offices in the Nordics, New Zealand and Portugal.



Operational footprint

WHY THIS MATTERS TO US

We use energy and water across our offices internationally. Compared with other areas of our business, the environmental impact of our energy and water use is relatively small. However, we're committed to minimising it.

WHAT WE AIM TO ACHIEVE

We're aiming to reduce energy and water use by adopting responsible consumption practices. These include switching to renewable energy and making our buildings and offices more energy and water efficient.


As part of our science-based target, we have a goal to source 100% renewable electricity in the UK and Europe by 2025, and in Asia Pacific, Middle East and Africa by 2030.


ARE WE ON TRACK?


 **85%** of electricity we purchase in the UK is renewable*

 **63%** of electricity we purchase in Europe is renewable

 **8%** of electricity we purchase in Asia Pacific is renewable

 These offices make up **98%** of the firm's total electricity use

 **None** of our electricity is yet renewable in the Middle East or Africa, which make up 2% of the firm's total electricity use

 In the UK and Europe, energy efficiency measures have led to **GBP130,000** of energy savings in 2022-23 – equivalent to 411 tonnes of CO₂e.

*Our current definition for renewable electricity includes electricity covered by Renewable Energy Guarantees of Origin (REGOs). We will be moving away from including this type of electricity in our reporting in future years.

**Data reflects DLA Piper International and our offices in the Nordics, New Zealand and Portugal.

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

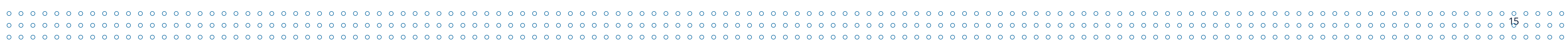
- We've been focusing on switching to renewable electricity across our portfolio of offices. As electricity procurement decisions are made by our landlords in most of our offices, our central procurement team supports offices in working with their landlords and facilitating discussions on switching to renewable electricity.
- We've created a dashboard that allows us to track the progress of all offices in switching to renewable electricity.
- In the past few years, we carried out smart audits of ten of our offices to identify potential energy efficiency improvements (seven in the UK and three in the rest of Europe). For example, in the UK, by moving our Birmingham office from an old, inefficient building into a state-of-the-art office, we've achieved a 76% reduction in carbon emissions associated with energy consumption.
- We're optimising other key offices and planning fit-outs with sustainability in mind, for example in Amsterdam, Brisbane and Sydney.
- We started collecting water consumption data more consistently across our offices and are reporting these figures for the first time this year.

WHAT'S NEXT?

We'll continue with our smart optimisation programme, reviewing where we can use less energy or switch to renewables. We'll also continue to apply our Future Workplace principles, ensuring that all future office moves are optimised for sustainability.

READ MORE

This is just a short summary of how we're working towards net zero operations. For more, please read our [Net Zero Deep Dive Report 2022-23](#).





Circular economy

WHY THIS MATTERS TO US

Some of our firm’s everyday activities – such as the use of paper in our offices, food and packaging in our canteens and materials for events – use natural resources and produce waste. As a professional services firm, the impact of these activities on the natural environment is small compared with other sectors. However, we do have an impact – and it’s imperative that we minimise it.

WHAT WE AIM TO ACHIEVE

In 2018 we set a target to divert **95%** of our waste from landfill by 2025.

Our [Sustainable Procurement Policy](#), launched in December 2020, commits us to taking a life cycle perspective on goods and services. We continuously improve our internal management systems so we can do this better and more effectively.

ARE WE ON TRACK?



83%*

of our waste was diverted away from landfill in 2022-23

*Data reflects DLA Piper International and our offices in the Nordics, New Zealand, and Portugal.

WHAT WE’VE BEEN WORKING ON IN THE LAST YEAR

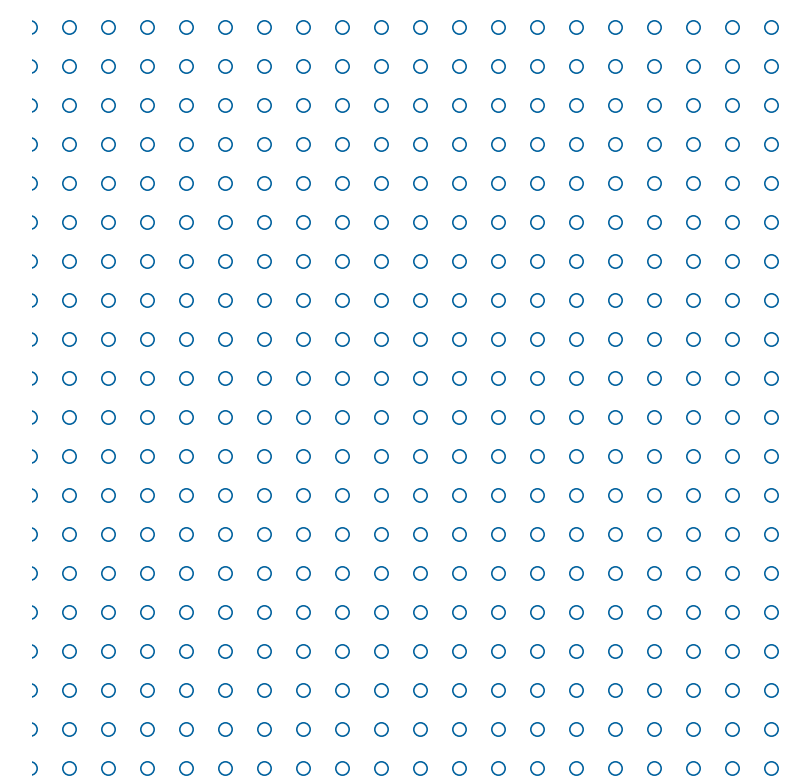
- In Australia, we’ve been working with vendors to review our approach to waste collection, so less goes to landfill.
- We conducted research into best practice for our sector, in order to inform the next generation of our targets.

WHAT’S NEXT?

As we approach our waste target deadline (2025), we’re looking to adopt a more holistic approach to waste management. The new approach will be in line with Sustainable Development Goal 12: Responsible Consumption and Production.

READ MORE

This is just a short summary of how we’re working towards net zero operations. For more, please read our [Net Zero Deep Dive Report 2022-23](#).





Sustainable supply chain

WHY THIS MATTERS TO US

Our firm is supported by a supply chain made up of thousands of businesses and sub-contractors, most of whom provide professional services such as consultancy, facilities management, HR support, IT and marketing.

Our work with our suppliers accounts for 68% of our carbon emissions. To reach our targets of becoming a net zero firm by 2040 and reducing our total carbon emissions by 90% from a 2019 baseline, it's essential we work closely with our suppliers to decarbonise their operations, products and services.

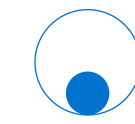
WHAT WE AIM TO ACHIEVE

As part of our science-based target to reduce our carbon emissions by 50% by 2030 and our net zero target by 2040, we've adopted several supply-chain specific targets and KPIs. These include:

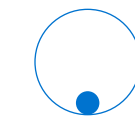
- Reducing our supply chain emissions by **25% by 2030**;
- For **50%** of our suppliers to set a science-based carbon reduction target and commit to net zero by 2025, and **75% by 2030**; and
- Screening **100% of new suppliers*** using climate criteria in line with our target by 2023.

*Suppliers who are in scope of our procurement policy, including only those who have five or more employees.

ARE WE ON TRACK?



Our emissions from procurement have decreased by **40%** since 2019-20



22% of our Purchased Goods and Services spend in 2022-23 was covered by a science-based target or a commitment to set a science-based target

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- This year we began to move away from estimating supply chain carbon emissions based on procurement spend, and towards gathering actual supplier-specific emission data.
- We're doing this by engaging with our key suppliers and asking them to provide their emissions data, including service-specific emissions data if possible.
- We began to onboard a new supplier management tool, which will help us more accurately and comprehensively assess suppliers' climate risks and to work with them to lower carbon emissions in our supply chain.

WHAT'S NEXT?

We'll be launching a tailored supplier engagement strategy, which will ensure we're targeting the most critical parts of our supply chain for decarbonisation.

We'll continue to improve the quality of our supply chain emissions estimations, so we have the best information possible to act on decarbonisation.

READ MORE

This is just a short summary of how we're tackling environmental impacts at DLA Piper. For more, please read our [Net Zero Deep Dive Report 2022-23](#).





Effective governance

Risks related to sustainability and ESG

WHY THIS MATTERS TO US

Risks related to sustainability issues are increasingly being incorporated into macro and micro-economic risk management. Our materiality assessment found that our external stakeholders recognise the importance of sustainability and ESG risk management to DLA Piper. The topic is our second-highest ranking material issue in terms of its potential financial impact on our firm, and the third-highest ranking topic in terms of its potential environmental and social impact.

WHAT WE AIM TO ACHIEVE

To live up to our mission of making business better, we aim to practice what we advise. This means ensuring that sustainability is embedded in how we run our business and is integrated into our governance framework.

We're committed to fully integrating sustainability and ESG considerations into our mainstream business risk management processes.

ARE WE ON TRACK?

Our Board and Executive regularly consider how sustainability and ESG issues impact our growth and our progress against the targets we've set for ourselves.

Our Sustainability and ESG Steering Committee includes representation from across the regions in which we operate, recognising that the transition is unfolding at different paces in different regions, and reflects our core business functions.

Our Risk team has integrated sustainability and ESG considerations into our enterprise risk management system.

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- In early 2023 we finished the second phase of our climate risk assessment and integration, completing our high-level scenario analysis in support of our TCFD reporting.
- As a result of our materiality assessment, completed in early 2022, we have made plans to deliver six-monthly integrated reporting on the firm's performance against key material areas to the Executive. Although the Exec and Board already commonly discuss critical ESG issues as part of their agendas, this will be the first time the Exec will receive a fully integrated report.
- We've started work on developing a robust methodology to measure our advised emissions and are actively engaged with the [Legal Charter 1.5](#) to develop a legal sector approach to such methodologies.

WHAT'S NEXT?

We'll continue to improve our sustainability and ESG data governance, integrating key elements of this in our governance agendas and processes.

We'll continue the complex work of developing an evidence-led advised emissions methodology, and working to ensure that any legal sector standards in this area are robust.

Ethical protection and use of data

WHY THIS MATTERS TO US

We're entrusted with highly sensitive and confidential information every day. In the 30 countries in which we operate, data protection laws exist to ensure that people's privacy rights are protected when data about them is processed or handled. Failure to use data ethically and comply with these obligations carries serious legal and reputational risks.

WHAT WE AIM TO ACHIEVE

We're committed to complying with all relevant data protection laws and to treat personal data about our clients, our people and third parties with the utmost respect.

ARE WE ON TRACK?

Over the last year, we have increased the number of staff in our internal Privacy team to ensure we are able to meet the support needs of our lawyers and business services teams in ensuring compliance with the ever-growing number and complexity of data laws across the world.

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We've been updating our agreements with suppliers to incorporate new Standard Contractual Clauses for transfers of personal data outside of the European Economic Area.
- We launched a data protection audit programme to identify and address any gaps in compliance. We report our findings to the Executive and the Board to ensure accountability to address any of the gaps identified.
- We drafted guidance on the use of Generative AI to ensure personal data is protected when our people use these tools.
- We continued to run our mandatory data privacy, information security and confidentiality training, with a completion rate of 89%.

WHAT'S NEXT?

We'll continue to maintain robust data protection management systems and continually improve them.



Labour and human rights

WHY THIS MATTERS TO US

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 don't 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 Southeast Asia, especially in labour-heavy sectors such as cleaning, catering, security, and transportation services.

WHAT WE AIM TO ACHIEVE

We're committed to respecting the human rights of our employees and suppliers and upholding high working standards wherever we operate.

ARE WE ON TRACK?



All

of our supplier contracts include a standard clause on respecting human rights

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- Our new externally run, independent [whistleblowing service](#) has been in place for a year.
- We onboarded a new supplier management tool, which will allow us to better assess human rights risks associated with potential and current suppliers, to assess compliance with our human rights and labour related policies, and to carry out further due diligence and take appropriate action.
- We reviewed our Human Rights and Modern Slavery Policy to ensure it's still fit for purpose.

WHAT'S NEXT?

We plan to conduct a review of systems and processes underpinning our Human Rights and Modern Slavery Policy over the next twelve months to ensure they're still fit for purpose.

We'll begin better tracking and reporting on our suppliers' human rights performance through our new supplier management tool.





Professional integrity

WHY THIS MATTERS TO US

The success of our firm rests on the trust our clients, our business partners and our people place in us. To maintain that trust and uphold our reputation, it's essential that we act ethically and with integrity at all times. As regulated professionals we are bound to mandatory codes of ethics and conduct, have a zero tolerance approach to legal and regulatory breach, and have policies and processes in place to guide our people to comply with key regulations, preventing conflicts of interest, managing bribery, corruption and money laundering risk, and ensuring fair competition practices.

WHAT WE AIM TO ACHIEVE

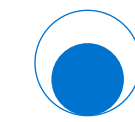
Doing business with integrity is core to our corporate mission of making business better. We must also hold ourselves and our business partners accountable to the highest ethical standards. We're committed to lead by example, act ethically and with integrity in every area of our business and we hold ourselves accountable to high standards of corporate governance.

ARE WE ON TRACK?



82%

of our people have completed our mandatory Anti-bribery and Corruption training



68%

of our people have completed our mandatory Anti-money Laundering training



89%

of our people have completed our Privacy and Data Protection training

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We ask our people to review our key policies annually and confirm their understanding and compliance. This includes Anti-money Laundering, Anti-bribery and Corruption, and Ethics.
- We refreshed our approach to training, requiring all our people to undergo refresher Anti-bribery and Corruption training annually from summer of 2022, and Anti-money Laundering training from December 2022.
- We updated our Whistleblowing Policy and Procedure, and implemented an externally supported independent whistleblowing service. This facility is accessible by our own people and by business partners and other third parties via our external website.
- We refreshed the firm's Anti-bribery and Corruption programme in 2022.

WHAT'S NEXT?

In 2023 we are developing further enhancements to our independent whistleblowing service to ensure compliance with the new legislation being implemented by EU member states in response to the Whistleblowing Directive.

We'll be continuing our work to further embed our refreshed Anti-bribery and Corruption programme within the business and monitor relevant activity and compliance.

Stakeholder dialogue

WHY THIS MATTERS TO US

As a large global law firm, we're connected with people, clients and business partners throughout the world. To drive sustainable change, it's vital that we continually work to better understand the expectations of our stakeholders.

Ongoing stakeholder engagement goes both ways. As well as reaching out to our stakeholders, it's equally important that we listen to their views, work to understand and learn from their experiences and priorities, and where appropriate reflect this in the way we operate. This outside-in experience and thinking helps us to align our operational impacts with a sustainable future.

WHAT WE AIM TO ACHIEVE

We're committed to facilitating a two-way dialogue with our stakeholders, including our clients, our communities, our people, and our business partners.

WHAT WE'VE BEEN WORKING ON IN THE LAST YEAR

- We're a founding member of [Legal Charter 1.5](#), which aims to drive transformational change in the legal sector in relation to Paris Agreement goals. This venue allows us to engage more extensively with our industry peers.
- We're a founding member of the Legal Taskforce for the [Sustainable Markets Initiative \(SMI\)](#), a leading project to build a coordinated global effort to enable the private sector to accelerate the transition to a sustainable future. Our role in the SMI will provide ongoing stakeholder feedback from a wide range of sectors on how the legal sector can support the transition.
- We've engaged in a stakeholder engagement exercise with our lawyers and key support functions across the firm which has, among other things, assessed how our people are engaging with the topic of sustainability and ESG.

WHAT'S NEXT?

We will complete a review of all of our stakeholder engagement touch points and develop a consistent approach to engagement.

If interested in learning more about our work in this area please email us at responsiblebusiness@dlapiper.com or [visit our website](#).



What's next

Statement from our Managing Director, Sustainability and Resilience

Last year I wrote about the need to disclose sustainability performance. With the publication of ISSB Sustainability Standards, the CSRD becoming law in the EU and over 300 mandatory sustainability reporting requirements in effect across the globe, sustainability disclosure is fast moving from voluntary to mandatory.

It is no accident that frameworks such as the ISSB Standards and CSRD refer to sustainability rather than “non-financial” reporting. Together with frameworks like the TCFD, we are seeing a shift towards sustainability disclosure as a core business requirement, and one which requires a rigorous approach based on robust data. We're helping clients adapt to these requirements and will do so ourselves in our own reporting.

Successful decarbonisation for our firm depends on our action in our value chain with suppliers. Just like the rest of the legal sector, our Scope 3 emissions are an order of magnitude greater than our direct emissions.

We're also progressing our transition plan, building on our TCFD climate scenario risk, opportunity, and financial impact analysis. The recommendations from this will also be integrated into our business planning and risk management processes.

Our transition also involves understanding, through an evidence-led methodology which we are developing, the impact of our client advice on the goals of the Paris Agreement. This work, and our active involvement with Legal Charter 1.5 to develop a legal sector approach, will be integrated into our client and matter onboarding framework.

We aspire to be at the forefront of multi-stakeholder engagement on climate change. We helped found the LSA, NZLA, Legal Charter 1.5 and the SMI Legal Sector Taskforce. We're investing leadership time into these initiatives because we know, through our support for our clients as they engage in a similar way in their sectors, that no single company – or law firm – can drive transformative change alone.

Sustainability is a key driver in growth and value creation. It means building long-term business resilience, not just focusing on incremental reductions. DEI progress, a responsible value chain, and emissions reductions are all connected.

Put simply, business success and a sustainable future are inextricably linked.



Jean-Pierre Douglas-Henry
Partner and Managing Director –
Sustainability and Resilience





Reporting on sustainability

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

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

Basis of preparation and notes

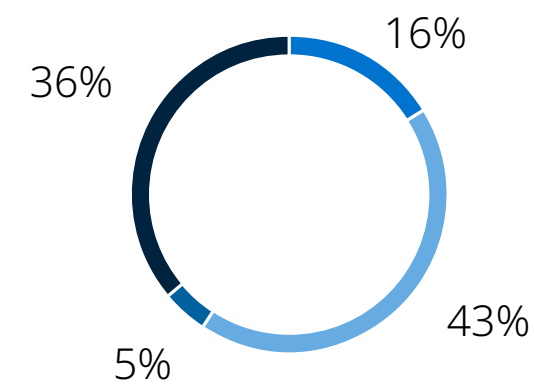
1. All figures except turnover as at the last day of the financial year (30 April 2023).
2. % figures given are % of International only. They do not include Brand Integrated Firms with the exception of the third line of data.
3. % turnover is the number of leavers in International expressed as a percentage 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%

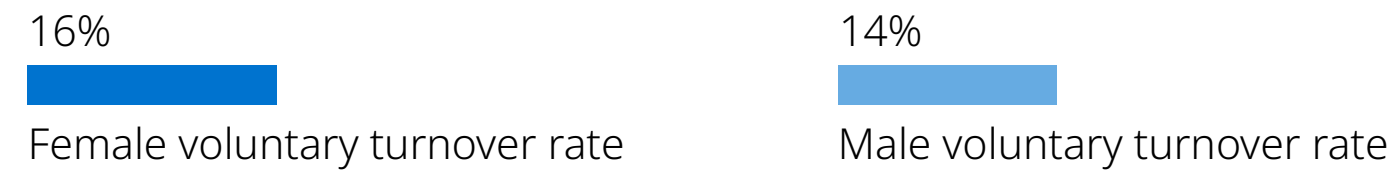
- APAC
- Europe
- ME & Africa
- UK & Ireland



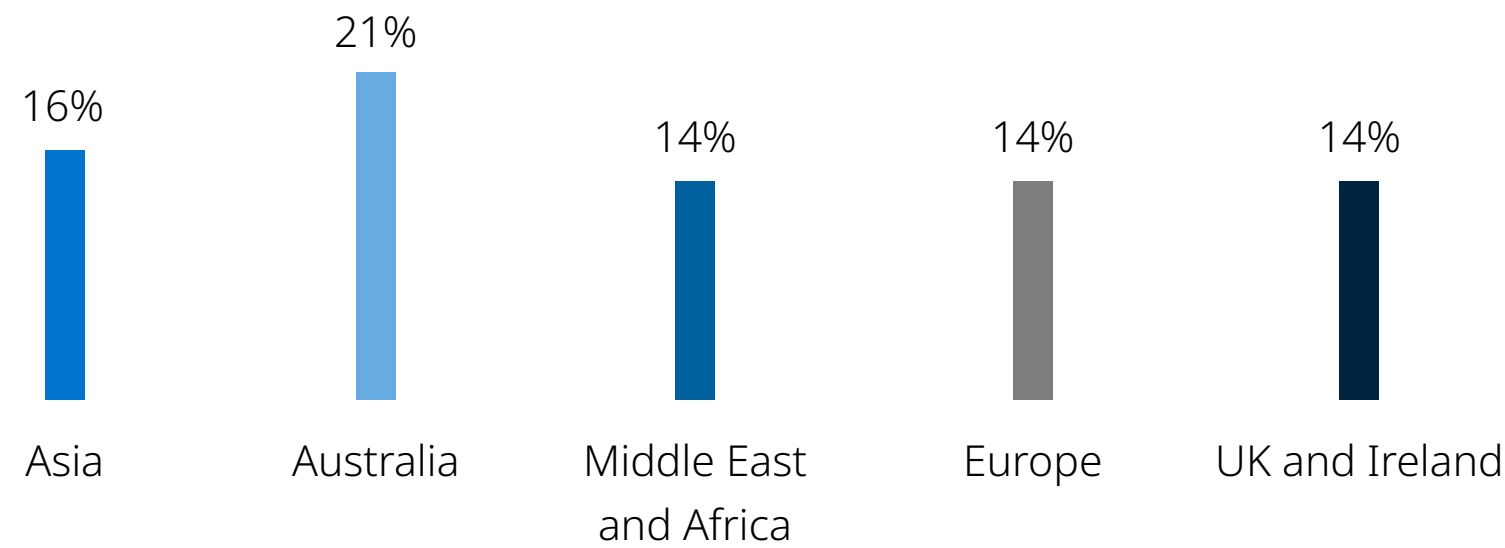
Basis of preparation and notes

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



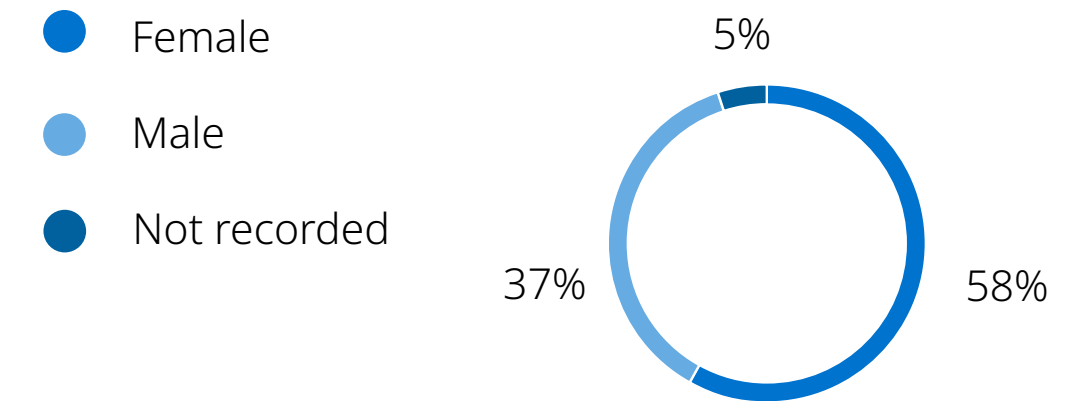
VOLUNTARY TURNOVER BY LEGAL GENDER AND REGION IN 2022/23 GRI 2-7
GRI 401-1

	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%

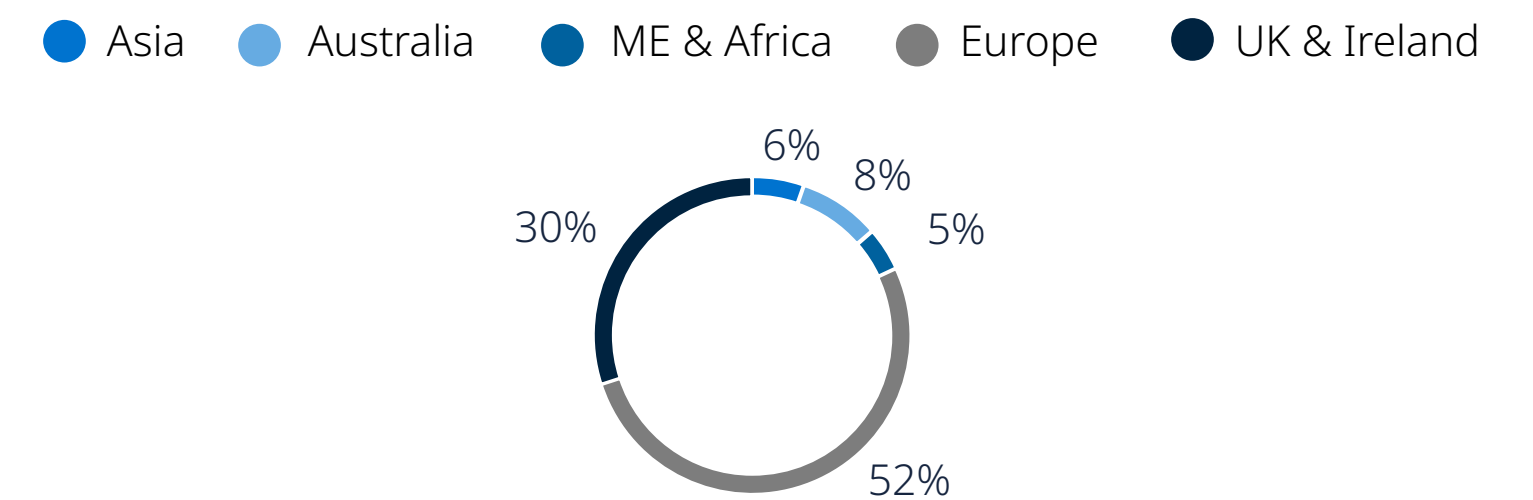
Basis of preparation and notes

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



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

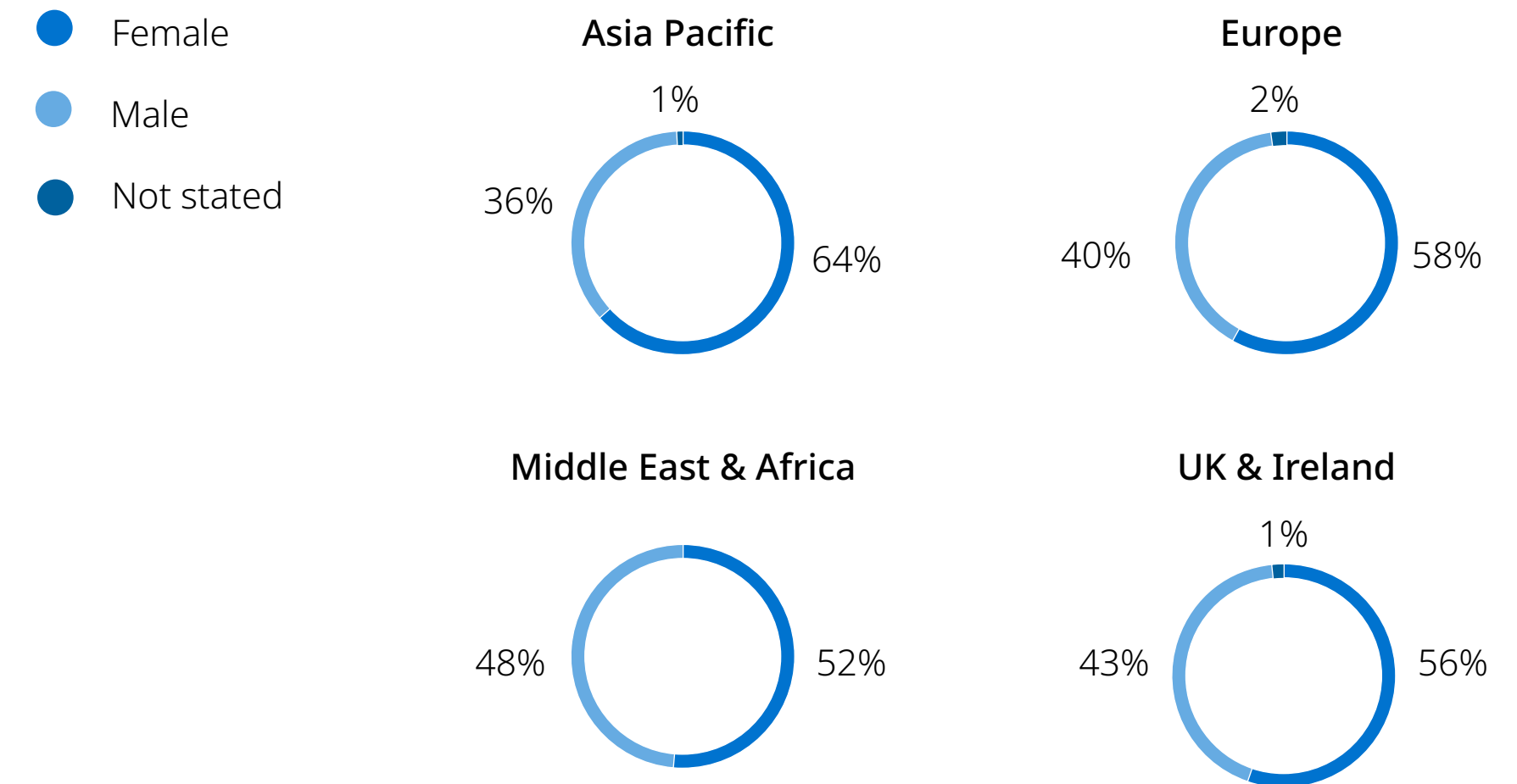
GRI 405-1

	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.



LEGAL GENDER DIVERSITY ACROSS OUR REGIONS IN 2022/23

GRI 2-7

● Female ● Male ● Gender not stated

Asia Pacific

Partners



Lawyers



Trainee Lawyers



Legal Specialists

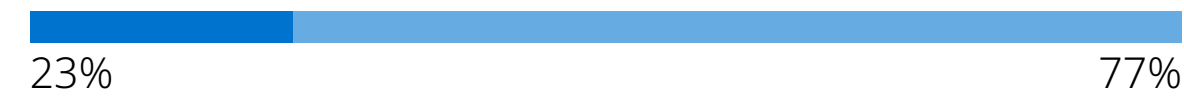


Business Services

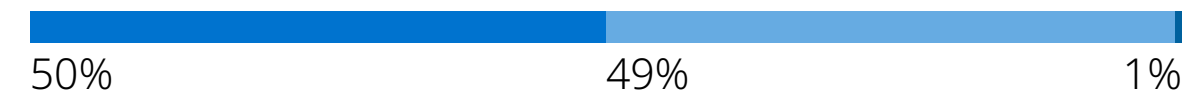


Europe

Partners



Lawyers



Trainee Lawyers



Legal Specialists

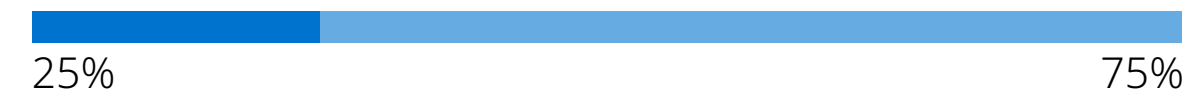


Business Services



Middle East & Africa

Partners



Lawyers



Trainee Lawyers



Legal Specialists

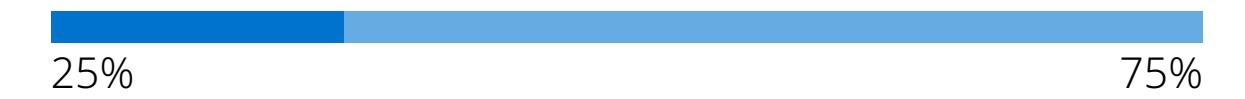


Business Services

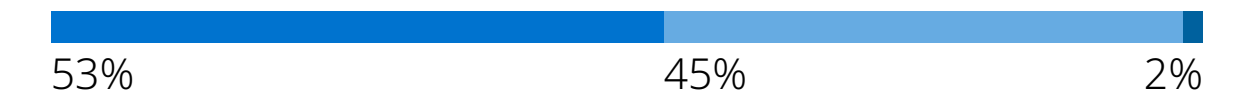


UK & Ireland

Partners



Lawyers



Trainee Lawyers



Legal Specialists



Business Services



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
Men's contract type				
% men working full time	93%	93%	94%	92%
% men working part time	7%	7%	6%	8%
Women's contract type				
% women working full time	79%	80%	82%	81%
% women working part time	21%	20%	18%	20%

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
Men's employment status				
% men regular employees	92%	92%	91%	91%
% men temporary employees	8%	7%	8%	9%
Women's employment status				
% women regular employees	91%	93%	91%	90%
% women temporary employees	8%	7%	9%	10%

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%	99%
Employees who have completed their annual Performance Review (broken down by gender)	M: 37% F: 63%	M: 38% F: 62%	M: 38% F: 62%	M: 37% F: 62%

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		2019/20	2020/21	2021/22	2022/23
Workers covered by an occupational health and safety management system					Work-related injuries				
Employees and workers covered by externally audited OHS system ^{1,2}	34%	34%	34%	34%	Number of recordable work-related injuries (employees)	2.00	1.00	1.00	2.00
Number employees and workers covered by externally audited OHS system ¹	2,259	2,267	2,317	2,368	Main type of work-related injury (employees)	Slip and trip scalding	Slip and trip	Allergic reaction in canteen	Slip and trip/illness/health condition
Work-related ill health					Number of recordable work-related injuries (on-site contractors)	0	0	1.00	2.00
Number of cases of recordable work-related ill health (employees)	0	0	0	0	Main type of work-related injury (on-site contractors)	n/a	n/a	Struck by automated door	Caught in, under or between/slip and trip
Main types of work-related ill health (employees)	n/a	n/a	n/a	n/a	Rate of recordable work-related injuries (employees) ³	0.14	0.07	0.06	0
Number of cases of recordable work-related ill health (on-site contractors)	0	0	0	0	Rate of recordable work-related injuries (on-site contractors) ³	0	0	0.06	0
Main types of work-related ill health (on-site contractors)	n/a	n/a	n/a	n/a	Number of high-consequence work-related injuries (excluding fatalities) (employees)	0	0	0	0
Number of fatalities as a result of work-related ill health (employees)	0	0	0	0	Number of high-consequence work-related injuries (excluding fatalities) (on-site contractors)	0	0	0	0
Number of fatalities as a result of work-related ill health (on-site contractors)	0	0	0	0	Rate of high-consequence work-related injuries (excluding fatalities) (employees) ⁴	0	0	0	0
					Rate of high-consequence work-related injuries (excluding fatalities) (on-site contractors) ⁴	0	0	0	0
Basis of preparation and notes					Number of fatalities as a result of work-related injury (employees)	0	0	0	0
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.					Number of fatalities as a result of work-related injury (on-site contractors)	0	0	0	0
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.					Rate of fatalities as a result of work-related injury (employees) ⁵	0	0	0	0
3 Rate of recordable work-related injuries = (Number of recordable work-related injuries/Number of hours worked) x 1,000,000.					Rate of fatalities as a result of work-related injury (on-site contractor) ⁵	0	0	0	0
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.					Hours worked				
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.					Number of hours worked ⁶	14,363,500	15,058,100	17,659,400	15,860,800
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.									



Our society

LEGAL PRO BONO

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

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	50
Number Scholars supported by our Head Start programme	58	86	137	162

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
Total funds donated by DLA Piper (£GBP)	n/a	n/a	n/a	£542,402
Total funds raised by employees and other sources (£GBP)¹	£109,830	£117,561	£79,130	£246,410
Volunteering hours (non-pro bono)	n/a	n/a	n/a	3,910
Number of staff engagements for volunteering	n/a	n/a	n/a	2,541

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%	82%
Anti-money Laundering training completion rate	n/a	n/a	87%	68%
Privacy and Data Protection training completion rate	n/a	n/a	89%	89%

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%	n/a
Number people completed training /total enrolled	n/a	102/128	128/218	n/a

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 ₂ 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	75,079	-41%
Total GHG market based emissions (Scopes 1, 2 and 3)	125,162	80,564	67,548	73,800	-41%

CARBON INTENSITY GRI 305-4

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

CARBON EMISSIONS BY SCOPE

(tonnes CO ₂ 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	1,404	+17%
Indirect (Scope 2) GHG location-based emissions (purchased by the firm)	5,738	4,692	3,698	3,606	-37%
Indirect (Scope 2) GHG market-based emissions (purchased by the firm)	3,929	3,311	1,965	2,327	-41%
Indirect (Scope 3) GHG emissions (generated outside the firm)	120,029	75,782	63,718	70,069	-42%

SCOPE 3 EMISSIONS BY CATEGORY GRI 305-3

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

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%	22%

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 ₂ 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%	Basis of preparation and notes					
Netherlands	1,138	2,307	2,129	1,898	67%	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
Fuel from non-renewable sources (GJ)	21,438	27,285	29,103	24,163	+13%
Mobile Gasoline/petrol	1,483	929	824	1,054	
Mobile Diesel	1,461	500	638	143	
Stationary Diesel	7	3	3	10	
Natural gas	18,487	25,854	27,638	22,956	
Fuel from renewable sources	n/a	n/a	n/a		
Total Electricity (MWh)	18,127	15,051	13,611	13,861	-24%
Electricity (grid mix)	8,182	7,168	4,501	4,844	
Green electricity (certified)	9,945	7,883	9,110	9,016	
Own Fleet Electric vehicles (MWh)	0	0	14	1	
Heating consumption (GJ)	0	0	6,457	4,878	
District heating	0	0	6,457	4,878	
Self-generated electricity (MWh)	0	0	0	0	
Total energy consumption (GJ)	86,697	81,469	84,610	78,941	-9%

ENERGY INTENSITY

GRI 302-3

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

WASTE MANAGEMENT

GRI 306-2

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

TOTAL WATER CONSUMPTION

GRI 303-5

	2019/20	2020/21	2021/22	2022/23
Municipal water supply (m ³)	194,671	75,188	65,090	69,594
Water supply intensity (m ³ /person)	26	10	8	9



Corporate governance

OUR GOVERNANCE STRUCTURE

DLA Piper is a global law firm operating through a number of separately constituted and regulated legal entities that provide legal and other client services in accordance with the relevant laws of the jurisdictions in which they respectively operate. Details of the different DLA Piper entities that provide legal services or other services to clients in respect of each country in which DLA Piper carries on business can be found [here](#).

DLA Piper's business in Europe, Africa, the Middle East and Asia Pacific is governed by DLA Piper International LLP (International). The members, partners or other principals of the various entities that provide client services in those regions are members of DLA Piper International LLP, unless they are prevented from doing so by regulatory restrictions. DLA Piper International LLP does not provide legal or other client services. You can read more about DLA Piper International LLP [here](#).

DLA Piper's business in the US is governed by DLA Piper LLP (US). Read about this [here](#).

DLA Piper International LLP and DLA Piper LLP (US) are members of DLA Piper Global (a Swiss verein). Its senior governance body is the Global Board, which comprises representatives from both LLPs.

This structure allows DLA Piper to be an industry leader at all levels – locally, nationally and globally – with clear leadership and robust governance arrangements in place to maintain consistency in our client offering and adherence to our methodologies, standards, protocols and guidelines throughout the firm. Our structure enables a deep understanding of local markets combined with the benefits of seamless operations and standards of excellence across multiple jurisdictions.

A matrix management structure including Group Heads, Sector Heads and Country Managing Partners enables us to deliver our firmwide strategy across the International firm.

THE INTERNATIONAL BOARD

Our International Board is the senior governance body of DLA Piper International LLP. Its role is to support the long-term success and sustainability of the firm, exercising strategic oversight and supporting and challenging management by taking the interests of our people, our clients and our wider communities into account in its decision-making.

Our Senior Partner is the Board Chair. As of 1 May 2022, Jon Hayes succeeded Andrew Darwin in this role. The Senior Partner is responsible for leading the International Board and creating the conditions for overall Board and individual Board member effectiveness. Jon Hayes will serve his four-year term until April 30, 2026.

The Members' Agreement defines the Board's role and requires it to represent Members (ie the partners in the firm) in making important strategic decisions relating to the business and to hold the Executive to account for the proper running of the business. The Board is ultimately responsible to the partners for the direction and management of the firm. It delegates the day-to-day management of the firm to the Executive.

The Board recognises the importance of achieving the correct balance between exercising proper oversight of the direction and management of the firm and becoming involved in the operational management of the firm (which is the Executive's responsibility). To maintain that balance, the Board focuses on:

- ensuring the firm has an appropriate strategy and overseeing implementation of that strategy by the Executive;
- monitoring the financial and operational performance of the firm, including its risk management policies and controls; and
- ensuring the firm has the best possible executive leadership (including appropriate succession plans).

The Board has a number of committees to support its oversight and governance role, including an Audit Committee, Nomination Committee, Remuneration Committee and Risk Committee. Each committee has clear terms of reference approved by the Board which are reviewed at least annually. The Board receives written reports from the committee Chair after each meeting setting out any matters for escalation to the Board, matters considered by the relevant committee, key decisions and actions, risks, assurance and upcoming agenda items. Each committee is evaluated annually in a process led by the Board and Company Secretary.

The Board is responsible for oversight of strategies and policies, including those related to economic, environmental and social topics. The Board is responsible for setting the firm's strategy, vision and values and the Executive is responsible for developing these, engaging with relevant stakeholders, including the Board, during the process.

The Managing Partner reports at least half-yearly to the Board on progress against the firm's Sustainability and ESG strategy and ambitions.

Additionally, the Board holds two strategy sessions jointly with the Executive each year, which include coverage of Sustainability and ESG-related topics.



BOARD COMPOSITION

The LLP's Members' Agreement sets out the composition of the Board. The LLP's Members are responsible for electing the Senior Partner, the Managing Partner and the Elected Members on the Board. The Board has established a Nomination Committee to support and provide oversight of succession planning and election processes for the Board, and in so doing is supportive of the firm's diversity and inclusion goals and objectives. The Nomination Committee is also responsible for reviewing the membership of Board committees and making recommendations to the Board, taking into account the extent to which required skills, experience, diversity and other attributes are represented in each committee.

Board composition is diverse in terms of geography, and its members represent the International firm's geographical spread proportionately.

In addition to the Senior Partner, Managing Partner, Chief Financial Officer and Outside Directors (non-executive directors) permitted in the Members' Agreement, there are eight Elected Members. Two Elected Members are from offices in the UK, four are from offices based in EMEA (at least one of which must be from an office in the former CIS, CEE or the Middle East), one is from an office in Asia and one is from an office in Australia.

Elected Members are partners within the firm elected by partners. They are elected to serve a four-year term on the Board and may serve a maximum of two terms if elected again. The same applies to the Senior Partner and Managing Partner – both of whom are elected by partners.

All elected positions on the Board have clear role mandates and descriptions setting out the role requirements and responsibilities and the personal attributes needed.

As of 30 April 2023, there were 13 members on the Board, comprising eight different nationalities and six women.

INDEPENDENT BOARD MEMBERS

While there is no regulatory or legal requirement for us to have independent Board members, our view is that it strengthens our corporate governance arrangements and reflects good practice.

Our Board is enhanced by the extensive experience and skill set of our two independent Board members: Ana Garcia Fau (based in Spain) and Lou Pagnutti (based in Canada). They are completely independent from the day-to-day business of the firm. They bring rigour, cognitive diversity and challenge to boardroom discussions and decision-making through their diverse business experiences.

We consider independent Board member candidates on merit and against objective criteria. These criteria include evaluating candidates' experience across a range of topics including economic, environmental and social topics.

BOARD ADVISORS

The Board is supported by the General Counsel and a Board Secretary.

BOARD PERFORMANCE

The Board is committed to continuous improvement and considers its own performance and governance and the extent to which it is successfully fulfilling the important role delegated to it by partners as well as its responsibilities to wider stakeholders including employees, clients, suppliers and communities.

In early 2021, the Board carried out a formal assessment of its skills, experience and knowledge across a range of areas (including Sustainability and ESG topics) considered as relevant and important for the effective conduct of the Board. This exercise resulted in a documented matrix setting out the Board's skills, knowledge and experience. This matrix is used to shape the Board's formalised development and training programme in all areas, including those related to Sustainability and ESG.

Background reports are submitted throughout the year on various Sustainability and ESG related matters and presented by subject matter experts to enhance and strengthen Board knowledge and insight into Sustainability and ESG matters.

INTERNAL CONTROLS AND RISK MANAGEMENT

The Members' Agreement requires the Board to ensure there is a sound system of internal control and risk management, to approve the strategic risk register and to monitor the firm's main risks.

Additionally, the Members' Agreement establishes the Risk Committee as a standing committee of the Board and sets out its core responsibilities, which are supplemented with Board-approved terms of reference. The Risk Committee receives reports at each meeting from both the Director of Risk and the General Counsel on the robustness and effectiveness of the firm's risk management and internal control framework.

The Risk Committee reports formally to the Board after each meeting. The Risk Committee may requisition internal audit to perform risk and assurance reviews on specific areas of concern or emerging risks as deemed necessary. In November 2020, the Board approved a new documented Enterprise Risk Management Approach Framework setting out how risks are to be managed on an enterprise-wide basis across the firm. The Risk Committee is responsible for reviewing management's assessment of our principal risks.

THE INTERNATIONAL EXECUTIVE

The Executive Committee (the Executive) is responsible for the day-to-day management of DLA Piper International. The firm's operations are based on a matrix, focused on building and nurturing the firm's strong geographic foundation as well as delivering consistent, high-quality services to our clients, dedicated to their sectors. The International Board is responsible for approving appointments to the Executive.

EXECUTIVE COMPOSITION

The Executive is currently composed of ten senior leaders, four of whom are women, and five different nationalities.

- The **Managing Partner**, Simon Levine, leads the Executive and began his first term as Managing Partner in January 2015.
- The **Managing Director, Sustainability and Resilience**, is responsible for the firm's response to sustainability and ESG matters, innovation and resilience.
- The firm's practice groups are led by the **Managing Director Practice Groups**.
- The firm's sectors are led by the **Managing Director Clients and Sectors**.
- The firm's regions are led by **Joint Managing Directors for UK and Europe** and the **Managing Director for Asia Pacific, Middle East and Africa**.
- The **Chief Financial Officer** leads the firm's Finance team and is responsible for the management of the firm's financial reporting, budgeting, tax and treasury functions.
- The **Chief Operating Officer** leads and coordinates our Business Services, which comprise Business Service Delivery, Human Resources, Marketing and Business Development, Information Technology and Property and Workplace.
- The **General Counsel** advises the firm on its legal, regulatory, ethical and governance obligations.

SUSTAINABILITY AND ESG MANAGEMENT STRUCTURE AND GOVERNANCE

The **Board** is responsible for approving the firmwide strategy, which incorporates sustainability and ESG elements, such as approving the firm's carbon reduction target and diversity and inclusion goals in 2021.

The **Risk Committee** is a standing committee of the Board and is responsible for overseeing the implementation of our firmwide approach to managing risk, including sustainability and ESG risk. The risk committee receives reports at each meeting from both the Director of Risk and the General Counsel on the robustness and effectiveness of the firm's risk management and internal control framework.

The **Executive** is responsible for decision-making on economic, environmental and social topics. The Executive is responsible for managing economic and sustainability and ESG impacts, risks and opportunities and the Managing Partner reports regularly to the Board on these matters. The Managing Partner's reporting to the Board includes insights from engagement and consultation with various stakeholders, including our people, partners, clients and suppliers.

The **Managing Partner** is responsible for sustainability and ESG strategy, supported by the **Managing Director, Sustainability and Resilience**.

The **Sustainability and ESG Steering Committee** advises the Managing Partner and the Executive on the sustainability and ESG strategy and provides a facilitating and coordinating role. The Committee is chaired by the **International Head of Sustainability and ESG**, supported by the **International Head of Strategic Delivery for Sustainability and ESG** as deputy chair. It is composed of regional representatives from across the firm as well as core support function leads. Alongside the Steering Committee, subject matter experts across a range of material topics related to sustainability and ESG who provide expert advice and input on the strategy.

DLA Piper focuses on managing Sustainability and ESG impacts across several key sustainability areas, and the strategy for each of these areas is managed by various working groups.





SASB Standards Index

SASB STANDARDS – PROFESSIONAL AND COMMERCIAL SERVICES (VERSION 2018-10)

Sustainability Disclosure Topic	Accounting Metric	Category	Code	DLA Piper Response
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	SV-PS-230a.1	Our Information Security Management System sets out the standards we apply to ensure that we appropriately protect the sensitive and confidential data entrusted to us. We have information security policies in place covering every stage of the information lifecycle, from creation and use to distribution and disposal. We use state-of-the-art systems and recognised industry experts to help us identify and manage any security vulnerabilities and are certified in ISO 27001 and Cyber Essentials Plus. For an overview, please refer to page 19 of the Impact Summary Report 2022-23 which details ethical protection and use of data at DLA Piper.
	Description of policies and practices relating to collection, usage, and retention of customer information	Quantitative	SV-PS-230a.2	We're committed to complying with all relevant data protection laws and to treat personal data about our clients, our people and third parties with the utmost respect. Our data protection framework contains formal controls to ensure we handle and protect data appropriately and with accountability. These include our privacy and supporting policies and notices, and our data protection and privacy impact assessment processes. Our privacy policy sets out our commitment to protect individuals' privacy rights and how we handle and treat personal data processed by us. Our internal privacy policy sets out the obligations of our people to ensure that personal data is processed fairly, transparently and securely. For an overview, please refer to page 19 of the Impact Summary Report 2022-23 which details ethical protection and use of data at DLA Piper.
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected.	Quantitative	SV-PS-230a.3	DLA Piper does not currently disclose this data.
Workforce Diversity and Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees.	Quantitative	SV-PS-330a.1	For gender diversity of our executive management and all other role types, please see our Metrics Tables (page 25) in our Impact Summary Report 2022-23 . DLA Piper does not currently disclose data for racial/ethnic group representation, however we have begun to develop specialised dashboards which will increase our reporting capabilities in this area in the future.
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	SV-PS-330a.2	For voluntary turnover rate for employees, please see our Metrics Tables (page 25) in our Impact Summary Report 2022-23 . Involuntary turnover rates are not currently disclosed.
	Employee engagement as a percentage	Quantitative	SV-PS-330a.3	DLA Piper's most recent employee engagement index score was 74% (from our May 2022 employee survey).
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	SV-PS-510a.1	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. Please refer to pages 18-21 in our Impact Summary Report 2022-23 for more information.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	SV-PS-510a.2	DLA Piper does not currently disclose this data.



GRI Standards index

DLA Piper has reported the information cited in this GRI content index for the period May 1st 2022 to April 30th 2023 with reference to the GRI Standards (GRI 1: Foundation 2021). All topic standards disclosed in this index reflect the firm's material topics.

THE ORGANISATION AND ITS REPORTING PRACTICES

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 2: General Disclosures	2-1: Organisational Details	Impact Summary Report 2022-23 (p. 4)	Follow link to our website for a full list of practicing entities.
	2-2: Entities included in the organization's sustainability reporting	Impact Summary Report 2022-23 (p. 4)	Follow link to our website for full list of our entities.
	2-3: Reporting period, frequency and contact point	Impact Summary Report 2022-23 (p.4, p.56)	
	2-4: Restatements of information	Impact Summary Report 2022-23 (p.24-32)	Wherever data is restated in our ESG Metrics tables, we've noted this under each table.
	2-5: External Assurance	Impact Summary Report 2022-23 (p.24)	Download our assurance statements here: <ul style="list-style-type: none"> GHG Verification Statement 2022-23 Sustainability Report contents assurance

ACTIVITIES AND WORKERS

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 2: General Disclosures	2-6: Activities, value chain and other business relationships	Our activities, products, services, and market served are listed on our website . Our supply chain is covered in our Impact Summary Report 2022-23 (p.17) and in our Net Zero Deep Dive Report 2022-23 (p.12) and in our Societal Impact Deep Dive Report 2022-23 (p.26) . References to our clients are made throughout our Sustainability Report 2022-23 via collaboration examples, especially in our Societal Impact Deep Dive Report 2022-23 and in our Impact Summary Report 2022-23 (p.12) . Other relationships with our business partners, such as NGOs, are referenced throughout our Sustainability Report 2022-23.	The specific sections referenced detail the breadth of our work across our value chain, covering our engagement with clients from a sustainability perspective to the work we are undertaking operationally to secure a more sustainable supply chain for the business.
	2-7: Employees	Impact Summary Report 2022-23 (p.24-27)	
	2-8: Workers who are not employees	Not disclosed	As a law firm, the proportion of our people who are not employees or partners is not significant, and we don't yet report on this.



GOVERNANCE

GRI Standard	Disclosure	Location	Additional information and omissions
	2-9: Governance structure and composition	Impact Summary Report 2022-23 (p.24-26)	
	2-10: Nomination and selection of the highest governance body	Impact Summary Report 2022-23 (p.24-26)	
	2-11: Chair of the highest governance body	Impact Summary Report 2022-23 (p.24-26)	
	2-12: Role of the highest governance body in overseeing the management of impacts	Impact Summary Report 2022-23 (p.24-26)	
	2-13: Delegation of responsibility for managing impacts	Impact Summary Report 2022-23 (p.24-26)	
	2-14: Role of the highest governance body in sustainability reporting	Impact Summary Report 2022-23 (p.24-26)	
GRI 2: General Disclosures	2-15: Conflicts of interest	Impact Summary Report 2022-23 (p.24-26)	As part of our commitment to uphold the highest level of professional integrity, DLA Piper complies with all relevant regulations, preventing conflicts of interest and ensuring fair competition practices. The firm's highest governance entity (the International Board) comprises 13 members, 10 of whom are elected partners, one is the Chief Financial Officer and the other two are independent non-executives. All partners require Board approval for any external appointments (so as to avoid or mitigate any conflicts of interest) and so the elected partners generally do not have any external appointments which could create conflicts of interest. The firm maintains a register of all such appointments to ensure transparency.

GOVERNANCE

GRI Standard	Disclosure	Location	Additional information and omissions
	2-16: Communication of critical concerns	Impact Summary Report 2022-23 (p.24-26)	
	2-17: Collective knowledge of the highest governance body	Impact Summary Report 2022-23 (p.24-26)	
	2-18: Evaluation of the performance of the highest governance body	Impact Summary Report 2022-23 (p.24-26)	
GRI 2: General Disclosures	2-19: Remuneration policies	Not disclosed	As a large partnership, the Members' Agreement and the Profit Sharing Regulations set out process for determining the profit shares for partners, salaries for Member Equivalents and awards from the Bonus Pool. We are an international firm and in most jurisdictions where we have a presence, partners are self-employed and therefore are responsible for their own retirement benefits. (This aligns with what the majority of other firms do in local markets.) Aside from profitability, there are many factors which are taken into account in determining the Board and Executive remuneration – both in relation to performance against roles and responsibilities/ objectives and overall contribution. Performance objectives are set according to the respective roles and responsibilities of the individuals concerned but will invariably include factors related to the implementation of the ESG strategy of the firm.



GOVERNANCE

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 2: General Disclosures	2-20: Process to determine remuneration	Not disclosed	<p>As a large partnership, the Members' Agreement and the Profit Sharing Regulations set out process for determining the profit shares for partners, salaries for Member Equivalents and awards from the Bonus Pool.</p> <p>The Executive formulates the remuneration for all partners except for the senior management team and the Remuneration Committee (which includes 2 NEDs – independent from the firm) formulates the remuneration for Senior Management. Ultimately, the Board sets the remuneration for all partners, which in turn is subject to a partner vote. (The Board does not review the individual recommendations of all partners but instead ensures the process followed by the Executive to arrive at them was fairly and consistently applied and consistent with the members agreement and profit sharing regulations.)</p> <p>The process is highly consultative, and includes partners making individual submissions on their overall performance and contribution in the preceding year and then appropriate review and consideration by management before submission to the Executive and review by the Board. There is also an appeal process which is administered and decided upon by RemCom.</p>
	2-21: Annual total compensation ratio	Not disclosed	We don't currently calculate this metric. Our partners are the highest paid individuals within the organisation, however they are not employees but rather owners of the company. Most of our employees are in professional roles and earn well above the minimum wage for their jurisdiction. We carry out an annual salary review to ensure our employees are paid fairly for their role and we also meet minimum wage requirements in each jurisdiction.

STRATEGY, POLICIES AND PRACTICES

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 2: General Disclosures	2-22: Statement on sustainable development strategy	Impact Summary Report 2022-23 (p.5)	
	2-23: Policy commitments	Impact Summary Report 2022-23 (p.20) Societal Impact Deep Dive Report 2022-23 (p.26) Net Zero Deep Dive Report 2022-23 (p.15)	Also see our Modern Slavery statement .
	2-24: Embedding policy commitments	Impact Summary Report 2022-23 (p. 35) Net Zero Deep Dive Report 2022-23 (p.15) Our People Deep Dive Report 2022-23 (p.7)	Please refer to our Net Zero Deep Dive Report 2022-23 for information on the firm's key environmental policies. These include details of DLA Piper's policies concerning Sustainable procurement, our Environmental sustainability policy and our Supplier Code of Conduct.
	2-25: Processes to remediate negative impacts	Impact Summary Report 2022-23 (p. 20)	
	2-26: Mechanisms for seeking advice and raising concerns	Impact Summary Report 2022-23 (p. 20)	
	2-27: Compliance with laws and regulations	Impact Summary Report 2022-23 (p. 21)	DLA Piper does not currently disclose this data.
	2-28: Membership associations	Impact Summary Report 2022-23 (p.53-55) Net Zero Deep Dive Report 2022-23 (p.16)	Please refer to the memberships, commitments and awards section for an overview of our International commitments and achievements and regional recognition.



STAKEHOLDER ENGAGEMENT

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 2: General Disclosures	2-29: Approach to stakeholder engagement	Impact Summary Report 2022-23 (p.22)	
	2-30: Collective bargaining agreements	Not disclosed	DLA Piper is a global law firm and does not have collective bargaining agreements with its employees. However working conditions and terms of employment for all employees are based on industry good practice and in many cases are above the prevailing market rate.

MATERIAL TOPICS

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 3: Management Approach	3-1: Process to determine material topics	Impact Summary Report 2022-23 (p.8)	For a full description of our double-materiality assessment completed in 2022, please see our previous Sustainability Report 2021-22 .
	3-2: List of material topics	Impact Summary Report 2022-23 (p.8)	
	3-3: Management of material topics	Each section of the Impact Summary Report 2022-23 covers one of our 15 material issues at a high level. Our most material issues are covered in greater detail in our Societal Impact Deep Dive, Our People Deep Dive, and Net Zero Deep Dive Reports, which, as far as relevant, discuss the actual and potential impacts, policies and commitments, actions taken, effectiveness tracking, and stakeholder engagement.	

ECONOMIC PERFORMANCE

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 201: Economic Performance	201-1: Direct economic value generated and distributed	Refer to our accounts on the UK Companies House website	The following figures (except community investment) are for FY21/22, as at the time of publishing this report these are the most recent figures publicly available: Direct economic value generated and distributed: Revenue: GBP 1,240.3m External operating costs: GBP 789.7m Employee wages and benefits: GBP 370.5m Payments to government: GBP 4.2m (tax) Community investment: GBP 30.6m (cash, volunteering time, in-kind)
	201-2: Financial implications and other risks and opportunities due to climate change	Net Zero Deep Dive Report 2022-23 (p. 17)	For a more detailed analysis, please see our latest CDP Climate Change submission, which is publicly available on the CDP website.
	201-3: Defined benefit plan obligations and other retirement plans	Not disclosed	DLA Piper provides benefits and retirement packages to its employees based on the best market rates available. These offerings will differ according to jurisdiction.
	201-4: Financial assistance received from government	Refer to our Full Accounts on Companies House website	None



ANTI-CORRUPTION

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 205: Anti-corruption	205-1: Operations assessed for risks related to corruption	Impact Summary Report 2022-23 (p.21)	We have not undertaken detailed risk assessments on corruption at operational level as defined in the guidance to disclosure 205-1, but the firm does carry-out an enterprise level risk assessment for corruption risk. DLA Piper's risk assessment of corruption risks assists in identifying potential risks and assessing the effectiveness of controls to mitigate against risk occurrence. External risk factors taken into consideration include country risk, industry risk, third party risk and nature of transaction risk. While we regard all potential corruption risks as being of concern, significant theoretical risks identified include non-compliance with laws and regulations wherever we practice, third party exposure, working with public officials, and risks associated with high-risk countries and sectors.
	205-2: Communication and training about Anti-corruption policies and procedures	Impact Summary Report 2022-23 (p. 21, 29)	Details the firm's completion rates for Anti-corruption training completed by our people across the firm.
	205-3: Confirmed incidents of corruption and actions taken	Not disclosed	DLA Piper has established systems that enable secure and robust reporting of incidents, but we do not currently publicly disclose this information.

ANTI-COMPETITIVE BEHAVIOUR

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 206: Anti-competitive behaviour	206-1: Legal actions for Anti-competitive behaviour, Anti-trust, and monopoly practices	For this reporting period, no incidents of legal action have occurred. Impact Summary Report 2022-23 (p.21)	In this reporting period, no incidents of legal action for anti-competitive behavior, anti-trust, or monopoly practices have occurred.

TAX

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 207: Tax	207-1: Approach to tax	n/a	Our approach to managing our tax affairs is consistent with our overall high standards of governance. We structure our operations and processes to ensure regulatory compliance, and we support this with a programme of internal independent review. We meet our statutory obligations, including publishing our tax strategy and engage in open dialogue with the relevant tax authorities in all our jurisdictions. The Board approves our tax strategy, with support and guidance from our tax committee, which is a subgroup of the audit committee.
	207-2: Tax governance, control, and risk management	n/a	See above

ENERGY

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 302: Energy	302-1: Energy consumption within the organization	Impact Summary Report 2022-23 (p. 32)	
	302-3: Energy intensity	Impact Summary Report 2022-23 (p. 32)	
	302-4: Reduction of energy consumption	Impact Summary Report 2022-23 (p. 32)	



EMISSIONS

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 305: Emissions	305-1: Direct (Scope 1) GHG emissions	Impact Summary Report 2022-23 (p. 30)	
	305-2: Energy indirect (Scope 2) GHG emissions	Impact Summary Report 2022-23 (p. 30)	
	305-3: Other indirect (Scope 3) GHG emissions	Impact Summary Report 2022-23 (p. 30)	
	305-4: GHG emissions intensity	Impact Summary Report 2022-23 (p. 32)	
	305-5: Reduction of GHG emissions	Impact Summary Report 2022-23 (p. 32)	

SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 308: Supplier Environmental Assessment	308-1: New suppliers that were screened using environmental criteria	Net Zero Deep Dive Report 2022-23 (p. 12)	In 2023 we began onboarding a new supplier management platform. The platform is allowing us to automate procurement processes and ensure that all our policies are being followed. For example, through the platform we can now collect important data about suppliers (including sustainability data) systematically and follow up quickly on specific questions. Throughout 2023 and 2024 we'll continue to roll out this tool and use the insights it gives us to make more sustainable procurement choices.

WASTE

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 306: Waste	306-1: Waste generation and significant waste-related impacts	Impact Summary Report 2022-23 (p. 32)	
	306-2: Management of significant waste-related impacts	Impact Summary Report 2022-23 (p. 32)	
	306-3: Waste generated	Impact Summary Report 2022-23 (p. 32)	
	306-4: Waste diverted from disposal	Impact Summary Report 2022-23 (p. 32)	
	306-5: Waste directed to disposal	Impact Summary Report 2022-23 (p. 32)	

EMPLOYMENT

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 401: Employment	401-1: New employee hires and employee turnover	Impact Summary Report 2022-23 (p. 24)	
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	n/a	There are no benefits provided to full-time employees that are not also provided to part-time and temporary employees.
	401-3: Parental leave	n/a	We have not reported on our parental leave information this year due to limited availability of data. We plan to disclose information on this metric next year.



OCCUPATIONAL HEALTH AND SAFETY

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 403: Occupational Health and Safety	403-1: Occupational health and safety management system	Impact Summary Report 2022-23 (p. 29)	DLA Piper is certified against ISO 45001 (Occupational Health and Safety Management Systems) in the UK, and we plan to roll out certification to other international offices.
	403-2: Hazard identification, risk assessment, and incident investigation	Impact Summary Report 2022-23 (p. 29)	
	403-3: Occupational health services	Impact Summary Report 2022-23 (p. 29)	
	403-4: Worker participation, consultation, and communication on occupational health and safety	Impact Summary Report 2022-23 (p. 29)	
	403-5: Worker training on occupational Health and Safety	Impact Summary Report 2022-23 (p. 29)	
	403-6: Promotion of worker Health	Impact Summary Report 2022-23 (p. 28)	
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Impact Summary Report 2022-23 (p. 28)	
	403-8: Workers covered by an occupational health	Impact Summary Report 2022-23 (p. 29)	DLA Piper is certified to ISO 45001 (Occupational Health and Safety Management Systems) in the UK, and we plan to roll out certification to other international offices.
	403-9: Work-related injuries	Impact Summary Report 2022-23 (p. 29)	
	403-10: Work-related ill health	Impact Summary Report 2022-23 (p. 29)	

TRAINING AND EDUCATION

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 404: Training and Education	404-1: Average hours of training per year per employee	n/a	
	404-2: Programmes for upgrading employee skills and transition assistance programmes	n/a	
	404-3: Percentage of employees receiving regular performance and career development reviews	Impact Summary Report 2022-23 (p. 28)	

DIVERSITY AND EQUAL OPPORTUNITY

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees	Impact Summary Report 2022-23 (p. 25)	Our ESG Metrics tables details the number of women in different roles at DLA Piper as well as the diversity of women in senior leadership roles. These have also been highlighted in the DEI section of Our People Deep Dive Report.
	405-2: Ratio of basic salary and remuneration of women to men	Not disclosed	Please see our Regional Highlights Report 2022-23 for our gender pay gap reporting for UK and Australia.

NON-DISCRIMINATION

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 406: Non-discrimination	406-1: Incidents of discrimination and corrective actions taken	Not disclosed	DLA Piper has established systems in place that enable secure and robust reporting of incidents, however we do not currently disclose this information publicly.



CHILD LABOUR

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 408: Child Labour	408-1: Operations and suppliers at significant risk for incidents of child labour	Impact Summary Report 2022-23 (p. 20) Please see DLA Piper's Modern Slavery statement here	Please see our Supplier Code of Conduct

FORCED OR COMPULSORY LABOUR

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 409: Forced or compulsory labour	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labour	Impact Summary Report 2022-23 (p. 20) Please see DLA Piper's Modern Slavery statement here	Please see our Supplier Code of Conduct

LOCAL COMMUNITIES

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 413: Local Communities	413-1: Operations with local community engagement, impact assessments, and development programmes	Societal Impact Deep Dive Report 2022-23 (p. 6-13)	We want to support local economies and communities wherever we operate. With DLA Piper offices in many developing countries, we are committed to supporting local economic growth as well as access to education. One of the ways in which we do this is through the Head Start and Global Scholarships programmes which supports talented young people who face social, economic or cultural barriers to entering and succeeding in the legal profession. Further information on the firm's approach to social impact is detailed on page 13 .

SUPPLIER SOCIAL ASSESSMENT

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 414: Supplier Social Assessment	414-1: New suppliers that were screened using social criteria	Net Zero Deep Dive Report 2022-23 (p.12)	In 2023 we began onboarding a new supplier management platform. The platform is allowing us to automate procurement processes and ensure that all our policies are being followed. For example, through the platform we can now collect important data about suppliers (including sustainability data) systematically and follow up quickly on specific questions.

CUSTOMER PRIVACY

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 418: Customer Privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Impact Summary Report 2022-23 (p. 19)	DLA Piper does not currently disclose this data.



WEF Stakeholder Capitalism Metrics index

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>Setting purpose</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"> • Our People Deep Dive Report 2022-23 • Societal Impact Deep Dive Report 2022-23 • Net Zero Deep Dive Report 2022-23
	Quality of governing body	<p>Governance body composition</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>Impact Summary Report 2022-23 (pages 18-22, 33-35)</p>
	Stakeholder engagement	<p>Material issues impacting stakeholders</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"> 1. Net zero transition 2. Diversity, mobility and inclusion 3. ESG risks and governance oversight 4. Client advice on environment 5. Employee health and wellbeing 6. Nurturing talent 	<p>Impact Summary Report 2022-23 (the full document is structured around our 15 material issues)</p>


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	Ethical behaviour	<p>Anti-corruption</p> <p>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"> Total number and nature of incidents of corruption confirmed during the current year, but related to previous years. Total number and nature of incidents of corruption confirmed during the current year, related to this year. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. 	<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>Impact Summary Report 2022-23 (pages 18-22, 33-35)</p>
	Ethical behaviour	<p>Protected ethics advice and reporting mechanisms</p> <p>A description of internal and external mechanisms for:</p> <ul style="list-style-type: none"> Seeking advice about ethical and lawful behaviour and organizational integrity; and Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity. 	<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>Impact Summary Report 2022-23 (pages 18-22, 33-35)</p>
	Risk and opportunity oversight	<p>Integrating risk and opportunity into business process</p> <p>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>


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
Planet	Climate change	Greenhouse gas (GHG) emissions For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO ₂ e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	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.	Net Zero Deep Dive Report 2022-23 (p.8)
		TCFD implementation 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.	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.	Net Zero Deep Dive Report 2022-23 (p.8-9)
	Nature loss	Land use and ecological sensitivity 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).	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.	Net Zero Deep Dive Report 2022-23 (p.7)
Freshwater availability	Water consumption and withdrawal in water-stressed areas 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.	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.	Impact Summary Report 2022-23 (p.34)	


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
People	Dignity and equality	Diversity and inclusion (%) Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	Please see Our People Deep Dive Report 2022-23 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.	Our People Deep Dive Report 2022-23 (p.23-27)
		Pay equality (%) 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.	Regional Highlights Report 2022-23 (p.19, 40)
		Wage level (%) 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.	
		Risk for incidents of child, forced or compulsory labour 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"> type of operation (such as manufacturing plant) and type of supplier; and countries or geographic areas with operations and suppliers considered at risk. 	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.	Impact Summary Report 2022-23 (p.18-22) Please also refer to our latest Modern Slavery statement
	Health and well-being	Health and safety (%) 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.	Our People Deep Dive Report 2022-23 (p.28)


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
People	Skills for the future	<p>Training provided (#, \$) 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>Absolute number and rate of employment 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%.	Our People Deep Dive Report 2022-23 (p.23)
		<p>Economic contribution</p> <p>1. Direct economic value generated and distributed (EVG&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"> • Revenues • Operating costs • Employee wages and benefits • Payments to providers of capital • Payments to government • Community investment <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"> • Revenue: GBP 1,240.3m • Operating costs: GBP 789.7m • Employee wages and benefits: GBP 370.5m • Payments to providers of capital: GBP 0.9m (interest payable on bank loans) • Payments to government: GBP 4.2m (tax) • Community investment: GBP 30.6m (including cash donations, in-kind and volunteering time) 	Refer to our full accounts on Companies House website.


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
People	Employment and wealth generation	Financial investment contribution 1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy. 2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	Intangibles <ul style="list-style-type: none"> Additions £60.8m Amortisation £13.7m Net £47.1m PPE <ul style="list-style-type: none"> Additions £14.8m Depreciation £18.9 Net £(4.1m) Total net £43.0m	Refer to our full accounts on Companies House website.
		Total R&D expenses (\$) Total costs related to research and development.	Figure not currently available for disclosure	
Prosperity	Innovation of better products and services	Total tax paid 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.	All taxation information for the firm is available on the UK Companies House website.	Refer to our full accounts on Companies House website.
	Community and social value			



Memberships, commitments and awards

INTERNATIONAL MEMBERSHIPS

[APBCo \(The association of pro bono counsel\)](#)
[Advocates for International Development](#)
[Business for Societal Impact \(B4SI\)](#)
[Circle In](#)
[Executive Coaching Consultancy](#)
[Global Alliance of Impact Lawyers \(GAIL\)](#)
[Global Refugee Forum Legal Community Pledge](#)
[Net Zero Lawyers Alliance](#)
[Out Leadership](#)
[PILnet](#)
[Rare Recruitment](#)
[Taskforce on Nature-related Financial Disclosures \(TNFD\) Forum](#)
[Trust Law](#)

EMEA MEMBERSHIPS

[93% Club](#)
[Alliance des Avocats pour les Droits de l'Homme](#)
[Business Disability Forum \(UK\)](#)
[Carers UK](#)
[City Parents](#)
[European Pro Bono Initiative](#)
[Fundación Pro Bono España](#)
[ILPA \(Immigration Law Practitioners Association\) \(UK\)](#)
[Law Works \(UK\)](#)
[Legal Diversity and Inclusion Alliance](#)
[Legal Renewables Initiative \(UK\)](#)
[Legal Sustainability Alliance \(UK\)](#)
[Living Wage Foundation \(UK\)](#)
[Mansfield Rule \(UK\)](#)
[My Plus Consulting \(UK\)](#)
[Pirical \(UK\)](#)
[Polish Society of Anti-Discrimination Law](#)

[PRIME \(UK\)](#)
[Pro Bono Centrum](#)
[Pro Bono Connect](#)
[Pro Bono Deutschland](#)
[Pro Bono Italia](#)
[Race Fairness Commitment \(UK\)](#)
[Race at Work Charter](#)
[Social Mobility Business Partnership \(UK\)](#)
[Stonewall \(UK\)](#)
[The Sutton Trust \(UK\)](#)
[The Collaborative Plan for Pro Bono \(UK\)](#)
[The Good Lobby](#)
[The Social Mobility Pledge \(UK\)](#)
[UPJ](#)
[Working Families \(UK\)](#)

APAC MEMBERSHIPS

[Australian Legal Sector Alliance](#)
[Australian Network on Disability](#)
[Australian Workplace Equality Index \(AWEI\)](#)
[Australian Workplace Gender Equality Agency](#)
[City Mental Health Alliance HK](#)
[Corporate Mental Health Alliance](#)
[Diversity Council Australia](#)
[Hong Kong Gay and Lesbian Attorneys](#)
[Justice Connect](#)
[Law Access](#)
[Law Right](#)
[Lawyers for LGBT+ and Allies Network \(LLAN\)](#)
[Pride in Diversity](#)
[The Inclusion Circle](#)

EXTERNAL COMMITMENTS

[Business Ambition for 1.5C](#)
[Campaign for Greener Arbitrations](#)
[Greener Litigation Pledge](#)
[The UN Global Compact](#)
[Legal Charter 1.5](#)
[The Legal Renewables Initiative](#)
[Living Wage Foundation in the UK](#)
[Mindful Business Charter](#)
[Sustainable Development Goals](#)
[We mean Business Coalition COP27 commitment](#)

CERTIFICATIONS

[ISO 14001 \(Environmental management\) globally](#)
[ISO 50001 \(Energy management\) in the UK](#)
[ISO 45001 \(Occupational health and safety management\) in the UK](#)
[Advancing level on the Carbon Trust's Route to Net Zero standard in the UK](#)

REPORTING STANDARDS WE ALIGN WITH, ARE RANKED BY OR REPORT TO

[Achilles](#)
[Business for Societal Impact \(B4SI\)](#)
[CDP Climate Change assessment](#)
[Ecovadis](#)
[External assurance of our ESG data](#)
[Gender Pay Gap reporting in the UK and Australia](#)
[Global Reporting Initiative \(GRI\)](#)
[Impactvise](#)
[Integrity Next](#)
[Modern Slavery Acts in the UK and Australia](#)
[Social Mobility Employer Index in the UK](#)
[Sustainability Accounting Standards Board \(SASB\)](#)
[Task Force on Climate-Related Financial Disclosures \(TCFD\)](#)
[United Nations Global Compact Communication on Progress](#)
[World Economic Forum Stakeholder Capitalism Metrics](#)



INTERNATIONAL AWARDS

DLA Piper was one of only ten international firms ranked in the Legal 500 EMEA Green Guide launched in April 2022

We have also been recognised in the US and LatAM editions

Best ESG Initiative

Financing Wind, 2022

Global Law Firm of the Year

Financing Wind, 2021 and 2022

Environment, Social and Governance Firm/Team of the Year

Partnership Awards, 2022

Level 5: RSGI's Sustainable Lawyers

"The Green Print Report", 2022

Innovation in ESG (Private Practice)

The Legal Innovation Awards, 2023

#1 ESG Performance

Impactwise's Top 25 Law Firms, 2023

ESG Legal Advisor of the Year

IJ Global ESG Awards, 2022

ESG Social Award

IJ Global ESG Awards, 2022

Outstanding Legal Advisor

inspiratia Energy and Sustainability Awards, 2022

#2 Global Law Firm

By value for advising on renewable energy deals, inspiratia, 2022

Global outstanding list for top Ally Executives

In 2022, Senior Partner and Global Co-Chair Jon Hayes and Partner Kaoru Umino were recognised as allies in the Outstanding Top 50 Ally Executives Role Model List



EMEA AWARDS

Stonewall Workplace Equality Index 2022

DLA Piper has been ranked 17th in 2023 in the UK Workplace Equality Index which assesses an organisation's actions and progress on LGBT+ equality. This year we also secured a Gold Award and ranked 3rd in the sector and Iris received a highly commended Network Group Award.

Best CSR Initiative

British Legal Awards, 2022

ESG Programme of the Year

Legal Business Awards, 2022

In January 2022, One Voice Made of Many was recognised as a leading D&I initiative in PR Week's Corporate

City & Public Affairs Awards

The campaign was also recognised in Law.com's Legal Innovation Awards 2022

where it was shortlisted in the PR and communications category. In Spain, the campaign was shortlisted in the Best D&I Initiative category in the VII Expansión Legal Award

IFLR Africa Awards 2022 nominations

Law Firm of the Year

DLA Piper Africa, Rwanda (Equity Juris Chambers)

Law Firm of the Year

DLA Piper Africa, Uganda (S&L Advocates)

Law Firm of the Year

DLA Piper Africa, Zimbabwe (Manokore Attorneys)

Shortlisted for the Sustainability Initiative at The Lawyer Awards

Outcome 20/06/2023

Women in Law Award 2022

Law firm of the year for women in Austria

Shortlisted in the PMN Awards for Diversity & Inclusion campaign (Germany)

The Legal 500 Global Green Guide

Featured Law Firm (EMEA), 2023 and 2022

Europe Offshore Deal of the Year

PFI Awards, 2022*

African Network of the Year

African Legal Awards, 2022

Environment, Energy and Natural Resources Team of the Year

Small to Mid-Practice, African Legal Awards, 2022

International Law Firm of the Year

African Legal Awards, 2021 and 2020

Middle East and Africa Green Deal of the Year

PFI Awards, 2022*

Highly Commended Regional Law firm of the Year (Africa)

Financing Wind, 2022



APAC AWARDS

In 2022, DLA Piper Australia achieved and maintained its citation for 9 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.

In 2022, DLA Piper Australia achieved and maintained its citation for 9 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.

DLA Piper recognised by China Business Law Journal in the annual China Business Law Awards 2022 in the following 12 categories:

- Best International Law Firms
- Asset management
- Capital markets (Overseas)
- Dispute resolution (Cross-border)
- Employment and labour
- IP (Copyright)
- M&A (Outbound)
- Restructuring and insolvency
- Taxation
- Construction and infrastructure
- Industrials and manufacturing
- Real estate and REIT

The Elevate programme has won the Australian HR Awards in 2022 for Diversity and Inclusion

Gold Award for excellence in Learning and Development

HR Distinction Award 2022

Law Society Pro Bono and Community work Recognition Programme

Hong Kong

Powered by Pro Bono Award received at the 2022 TrustLaw Awards for our partnership with Smart Air

Labour & Employment International Firm of the Year (China)

Law & Practice Awards, 2022

Energy Law Firm of the Year

The Best Lawyers in Australia, 2021

Innovation in Social Justice, Inclusion and Diversity

FT Innovative Lawyers, Asia Pacific, 2022

Innovation in Digital Finance

FT Innovative Lawyers, Asia Pacific, 2022



Further information

Visit the [Sustainability Reporting](#) page on our website to access all our latest reporting on our environmental and social priorities.

We welcome feedback on our reporting and performance. Please email responsiblebusiness@dlapiper.com with any comments or questions.



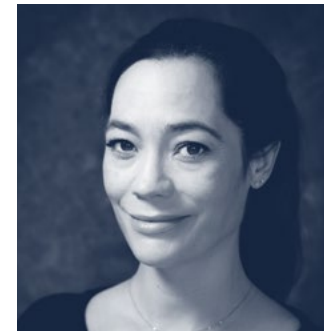
Jean-Pierre Douglas-Henry
Partner and Managing Director – Sustainability and Resilience



Nicolas Patrick
Partner and Head of Responsible Business



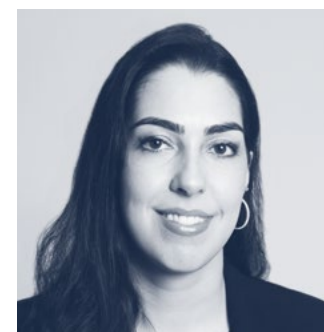
Ian Hagg
Director of Responsible Business



Claire Donse
Partner and International Head of Pro Bono



Natalya Lozovaya
Senior Sustainability and ESG Manager



Mariam Sheikh
Senior Sustainability and ESG Analyst

