

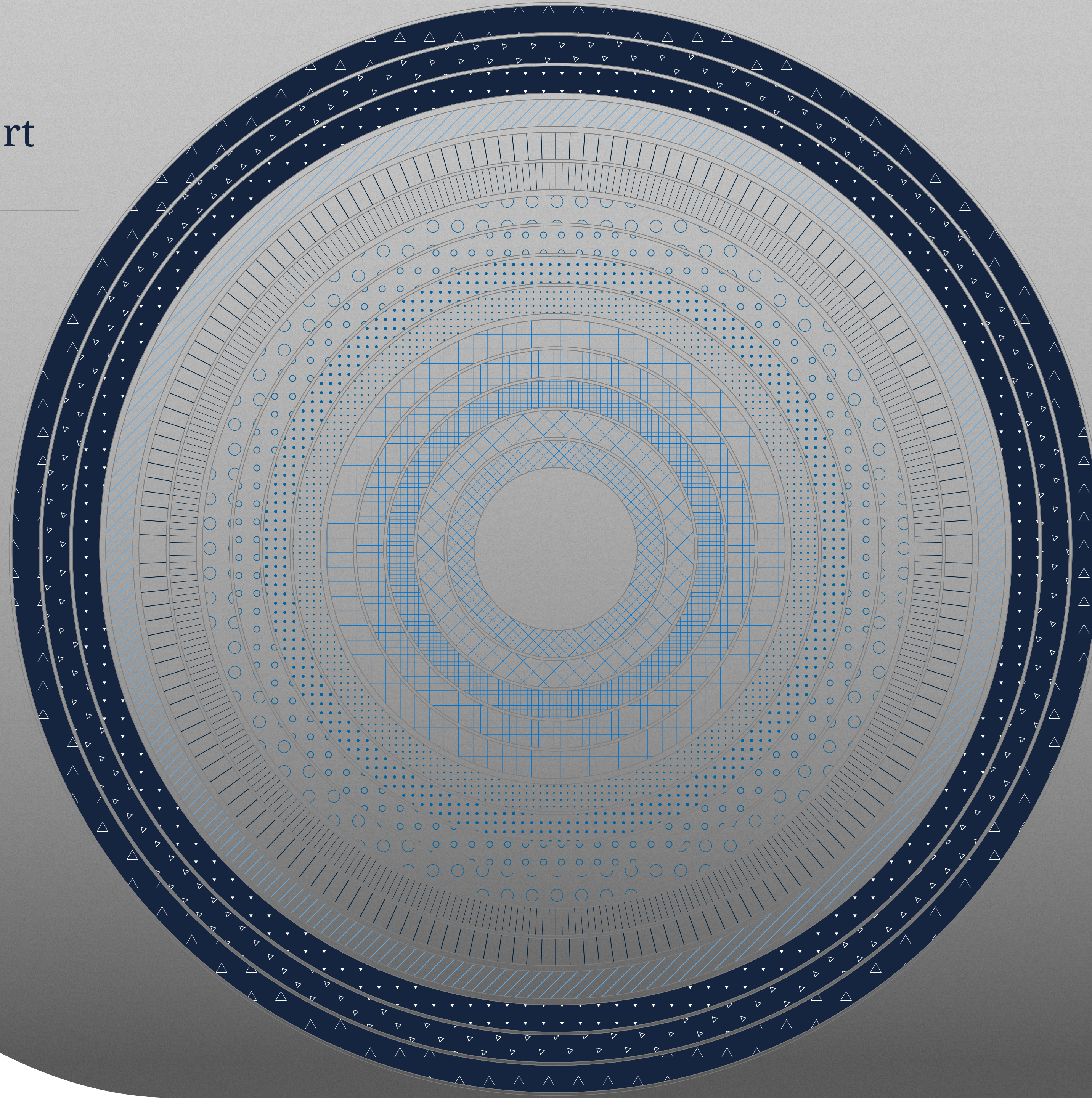
DLA PIPER INTERNATIONAL

Sustainability Report

2022/2023

Our People Deep Dive

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:



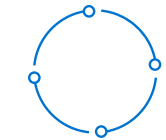
Be supportive

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



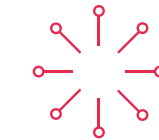
Be bold

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 report gives our stakeholders a concise account of how we're addressing one of our most material topics – how we support our people to do their best work. 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.

The Our People Deep Dive Report 2022-23 is part of our wider reporting suite.

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

- [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](#).

For a concise, comprehensive summary of how we're addressing all our material issues, please see our [Impact Summary 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, and 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.

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.

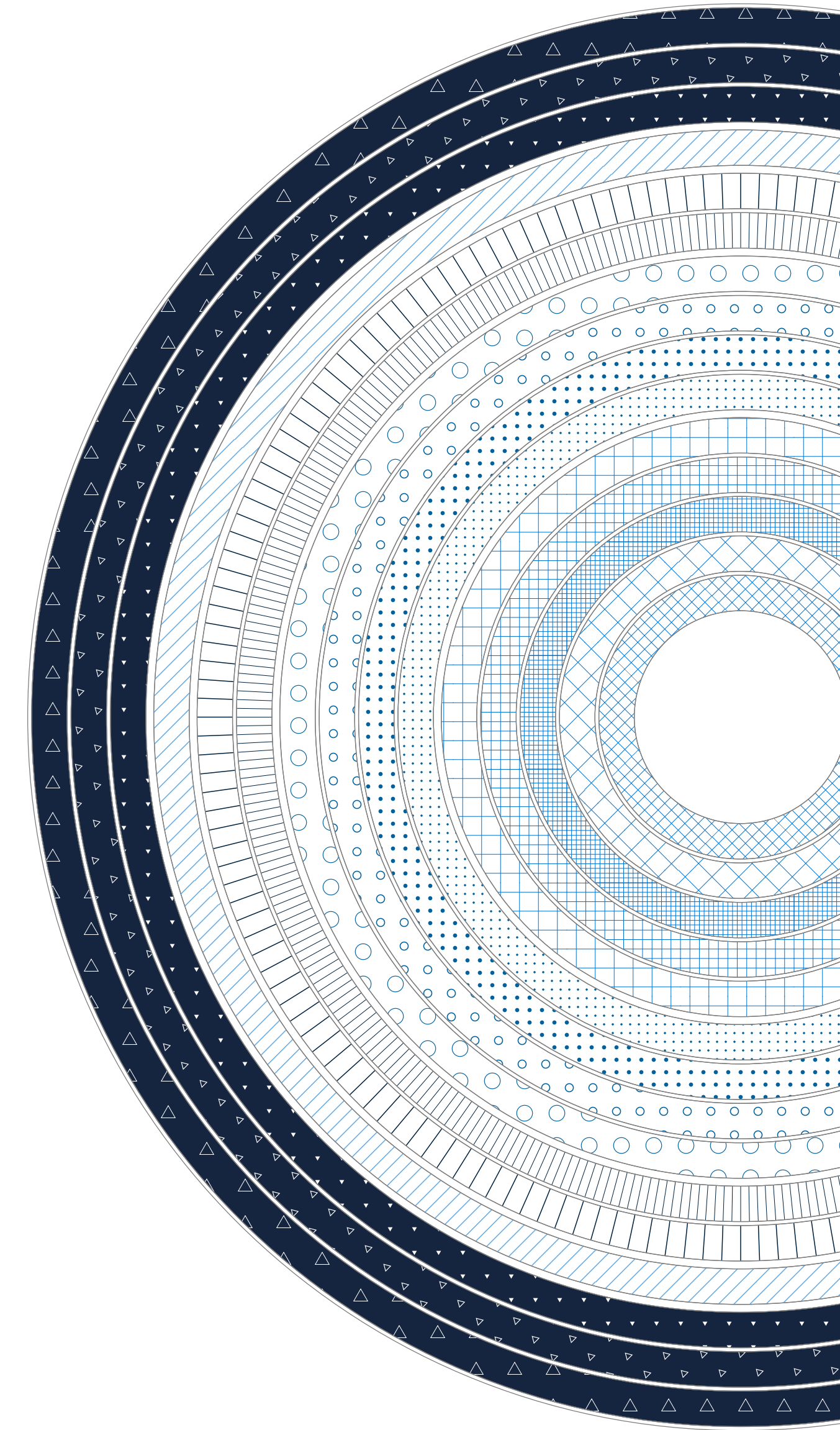
Report scope

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](#).

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.



Introduction

We're a business of more than 7,000 lawyers and business services professionals in more than 30 countries around the world. As an organisation that relies on the talent, wellbeing and commitment of our people to deliver success for clients, it's strategically important that we actively shape a culture and work environment in which all of our people can thrive.

Prioritising Diversity, Equity and Inclusion (DEI) helps us create an inclusive and diverse workforce, bringing together colleagues with different perspectives, backgrounds, and experiences. This diversity enhances creativity, innovation, and problem-solving capabilities, leading to better client outcomes^{1,2}. This also creates a more supportive and inclusive work environment, leading to greater employee satisfaction, engagement, and retention.

Investing in the health and wellbeing of our employees is therefore essential for our business, as this contributes to overall happiness and productivity. We know that organisations that prioritise employee wellness, such as mental health support, work-life balance, and a positive physical work environment, tend to have higher morale and lower rates of burnout.

Finally, nurturing talent, through professional development programmes, training, mentorship, and pro bono involvement, enables our people to better reach their full potential. We recognise the importance of investing in our people's growth.

Unsurprisingly, DEI, Health and Wellbeing, and Nurturing Talent were at the top of our material issues list in our recent materiality assessment.

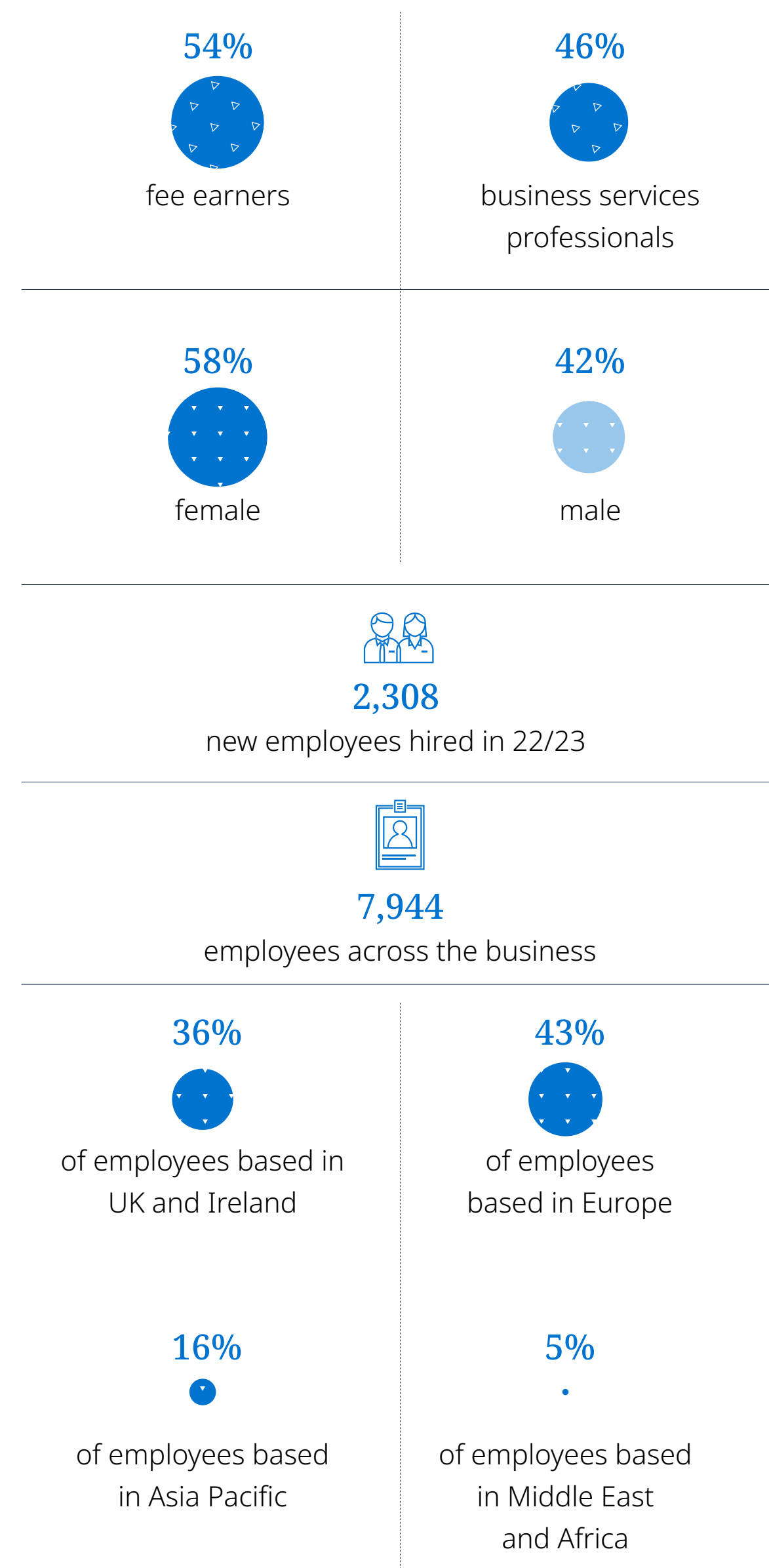
This report outlines our approach, goals, and progress in each of these areas.

*DEI refers to Diversity, Equity and Inclusion.

¹ [Why Diversity and Inclusion Has Become a Business Priority, Josh Bersin, 2019.](#)

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

Our people



Diversity, Equity and Inclusion

Our DEI impacts

Despite progress in certain areas, lack of diversity remains a challenge for the legal profession, especially at senior levels. This is evident in lower numbers of partners who are women, as well as those who identify as Black, Asian or who are from other underrepresented groups.

This matters for our business. We know that firms that can draw on diverse perspectives and experiences are more innovative, 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.

DLA Piper’s recent materiality assessment supports the notion that diverse teams produce better work. Stakeholders highlighted the growing importance of Diversity, Equity and Inclusion data in client decision-making processes, with DEI becoming a standard consideration in requests for proposals. DEI is one of DLA Piper’s top sustainability and ESG issues, scoring highest in financial impact among 14 other topics, and ranking second overall.

Our DEI commitments

Our vision is to create an inclusive culture across the firm internationally, one in which people feel they belong and can thrive, and our clients recognise as best in class.

We’re working to further embed DEI fully into our business strategy and ensure it’s reflected in our business purpose. DEI is a business imperative and is reflected in the business outcomes for DLA Piper as well as our client outcomes.

We have international DEI goals in place, which all our countries are working towards as part of their international remit. Alongside these, countries, regions, and practice groups are also developing their own DEI plans. Law firms are being held more accountable for their DEI performance, and we’re committed to sharing data around our targets and the progress against them.

Our DEI goals:

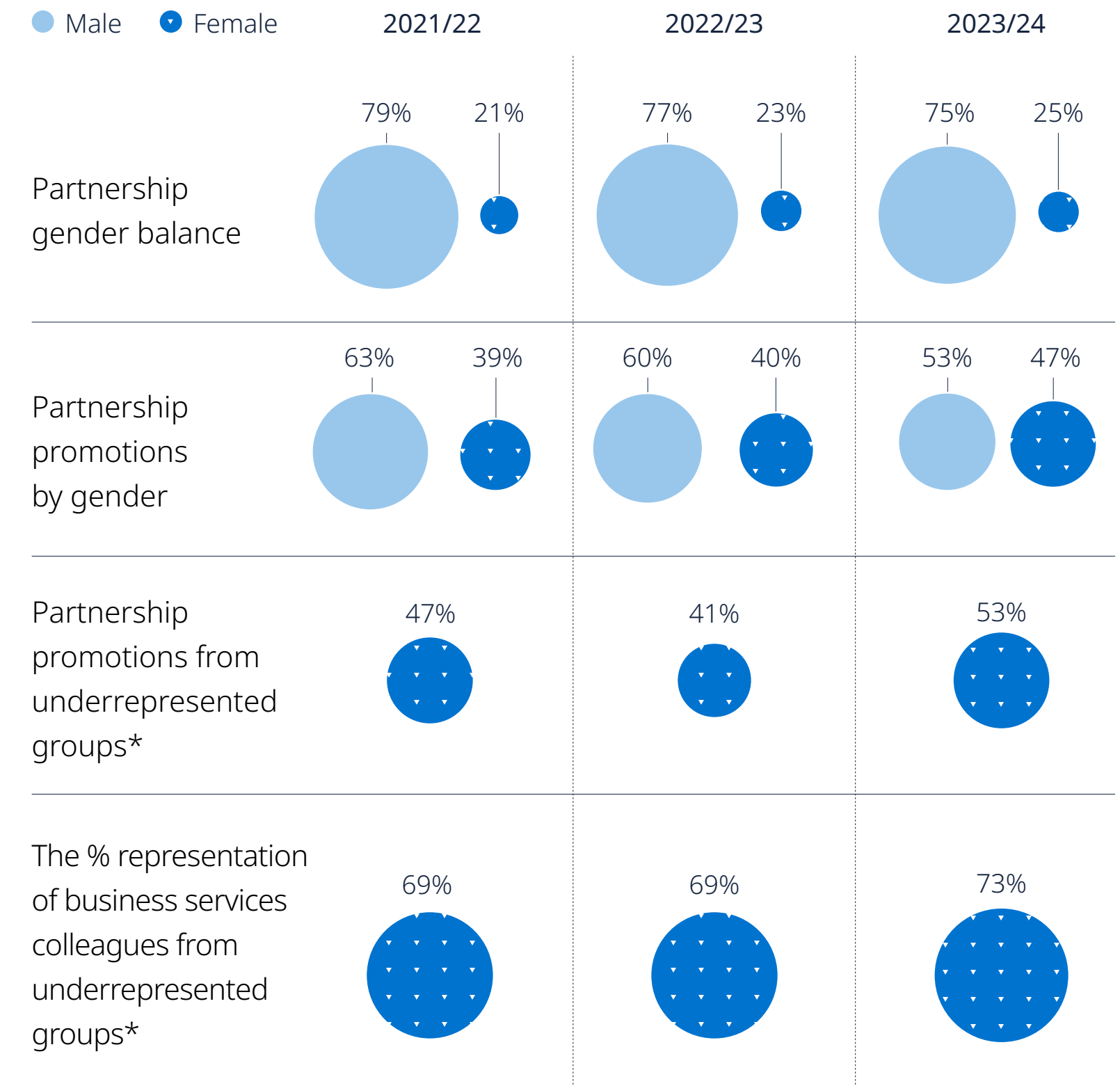
30% of all partners to be women by 2025 (40% by 2030).

At least half of all internal partner promotions to come from under-represented groups every year.

Ensure our Business Services population remains inclusive and representative.

We frequently review our goals to ensure they reflect the change we want to make, and we track our progress against them to stay accountable.

Partnership diversity



*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.

“DEI in legal teams improves the quality of services – and their results.”

The business case for diversity and inclusion in a law department –
Thomson Reuters (2019)

“We take a lot of pride in DEI. However, there’s work to do in retaining female and racially diverse talent, particularly at partner level.”

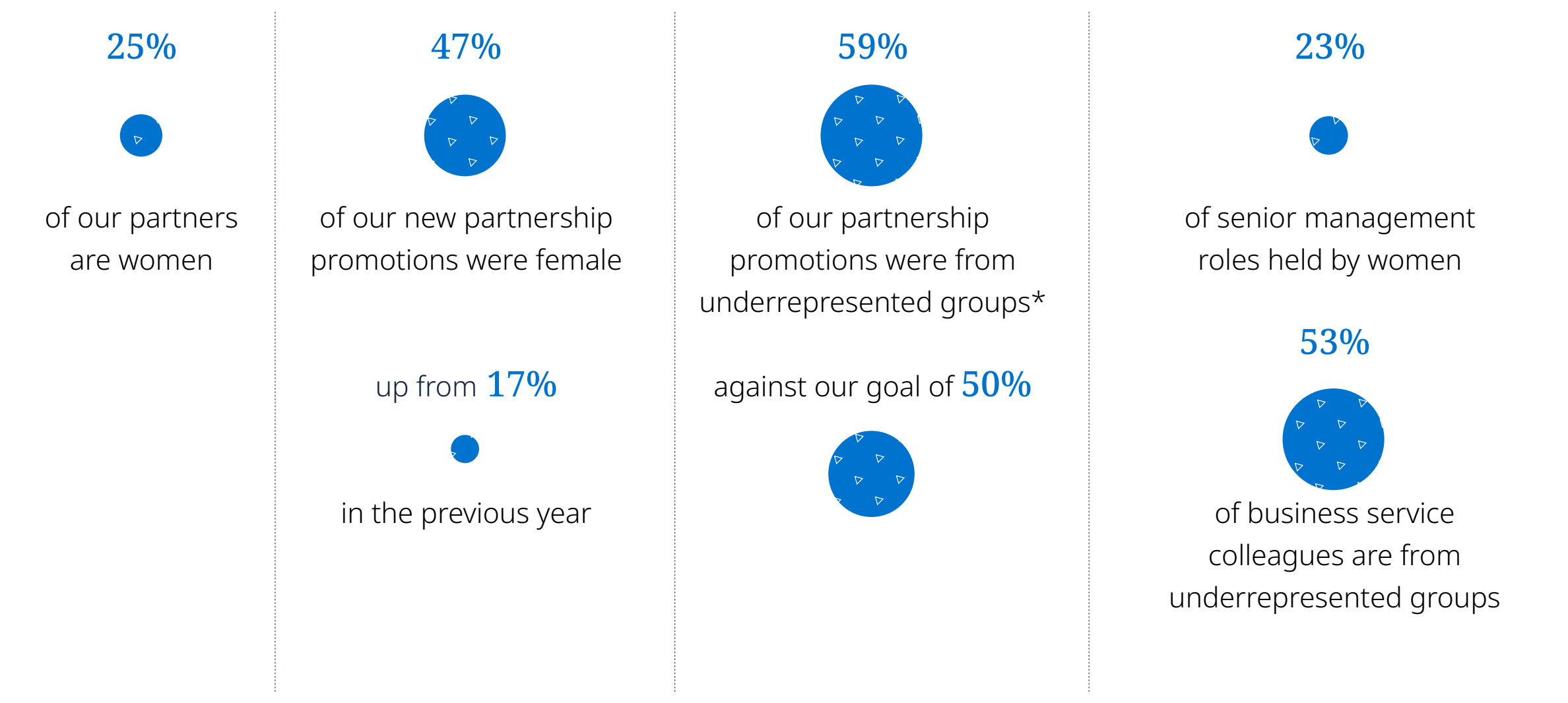
Internal stakeholder

“DLA Piper are well placed to become an exemplar of equality, diversity and inclusion, a very important issue for the legal sector.”

External stakeholder

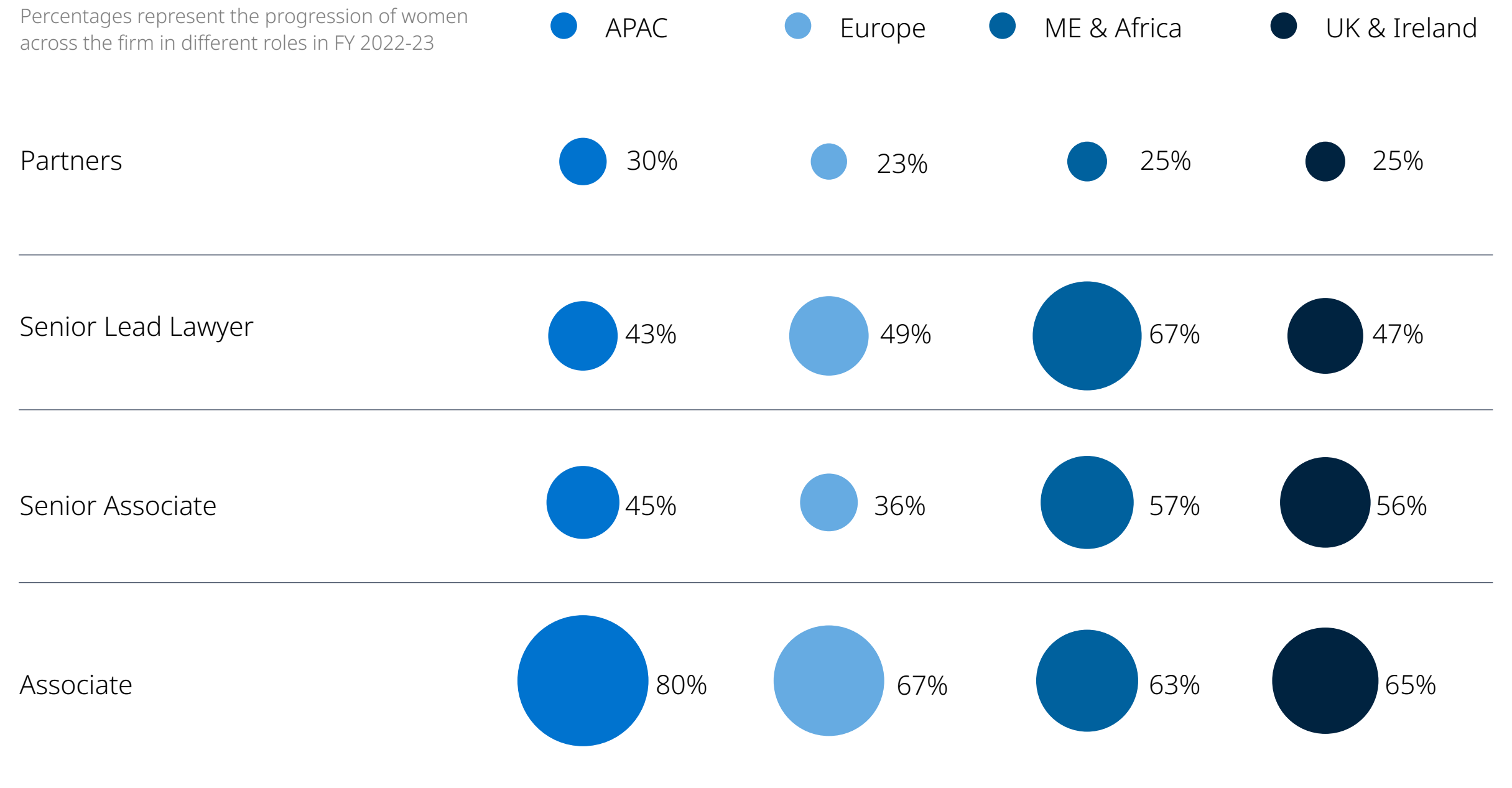


Our 2022-23 DEI performance



Legal gender diversity by role and region

Percentages represent the progression of women across the firm in different roles in FY 2022-23



DEI governance

Our International DEI Council meets every quarter and is responsible for the governance and management of DEI as a strategic business imperative. The Council reports directly to the Executive and the Board, where DEI is a standing agenda item.

The Council is chaired by our CEO Simon Levine. Our Senior Partner, Jon Hayes sits on the Council. Two regional DEI Committees in Asia Pacific and the UK support the Council locally, and we've created a new regional committee in EMEA. These groups connect to

share ideas and best practice across countries to drive change in each region, and discuss how to overcome common barriers. They also review our DEI data and progress against our goals.

Each regional committee has a Chair who sits on the International DEI Committee, thereby providing alignment and two-way communication. Partner sponsors of each of the firm's Employee Networks are also invited to Council meetings to provide updates.

Progress over the last year

USING DATA AND INSIGHTS TO INFORM DECISION-MAKING

To make effective DEI decisions, we need an accurate understanding of our people's lived experiences. We have several processes in place to gain insights into our colleagues' experiences of our culture.

Employee engagement surveys

We measure how inclusive our culture is through regular employee engagement surveys. These include questions that help us to understand how our people feel about how inclusive our culture is and to understand the experiences that our people from different groups have here at DLA Piper. With our next survey planned for later this year, these insights allow us to identify areas where we need to make improvements and develop action plans.

For example, after studying the results of our latest survey, we concluded that more research on female leadership was necessary. Doing this would give us a deeper understanding of how we can enhance the representation of women at partnership level, specifically within the Finance, Projects, and Restructuring (FPR) team. This research was undertaken by Farringford Legal and was based on qualitative and quantitative research involving 124 legal professionals from the FPR team based in the UK, Europe, Asia, Australia, the Middle East, and Africa.

Farringford set out ten proposed actions for how we can promote better gender balance in the FPR team. We have various initiatives currently in place which help to address these recommendations. Examples include the Elevate and Momentum programmes.

Read more about our Elevate and Momentum programmes on [page 10](#).

Understanding diversity in the UK

The team at Farringford Legal also recently helped us to carry out an in-depth study into diversity, equality and inclusion at DLA Piper in the UK. After carrying out a survey, the research team followed up with one-to-one conversations with UK colleagues and focus group discussions to explore the themes emerging from the survey more deeply. The findings of the results will inform the UK office's DEI action plans.

SuccessFactors

In January 2023 we invested in SuccessFactors which is a platform that allows our people to provide their diversity data more accurately and DLA Piper to draw out more insights. This enables us to better understand the makeup of our people and use this information to measure the progress of our DEI goals and inform our work.

DEI dashboards

We're also developing DEI data dashboards to make our DEI information more accessible and actionable. The dashboards will enable us to review DEI data more frequently, draw out timely insights, and use them to make effective decisions.

Embedding inclusive behaviours

An inclusive culture requires inclusive behaviour, at a leadership level and throughout our firm. Examples of how we encourage and embed inclusive behaviour include the following:

- Our people networks play an important role in supporting, connecting and educating our people about DEI challenges and barriers in the workplace. Read more about our people networks on [page 12](#).
- Our e-learning module, Building an Inclusive Culture, is mandatory for all new employees and is part of the firm's standard induction programme. The module covers workplace bias and emphasises the importance of everyone creating an inclusive environment. Additional DEI learning is available on our internal learning website.
- Through our New Deal policy, we support all our colleagues in finding the right balance between home and office working, accommodating people with diverse needs and circumstances that require greater flexibility.
- We provide colleagues with a full annual calendar of DEI and Health and Wellbeing events, ensuring they have opportunities to learn and connect with communities on issues that are important to them.
- We support colleagues through a range of policies on issues linked to DEI such as parental leave, bullying and harassment, fertility and the menopause where culturally appropriate. We review these policies on a regular basis. Last year we reviewed and refreshed our International Inclusion Guidelines, and this year we're refreshing our parental leave policies.
- We regularly showcase the diverse voices and experiences of our people through our One Voice Made of Many platform.

Leadership DEI training: a local approach

For many years, we've provided unconscious bias and inclusive leadership training to our partners and senior leaders. We've recently adapted the programme to provide a more local approach, with learning and initiatives tailored to each region.

For example, in the UK we are piloting inclusive leadership conversations with a group of senior leaders. Through a series of workshops, the training gives leaders the tools to lead inclusively and influence their teams and clients to encourage an inclusive culture. This starts with having conversations to create psychological safety and encourage change. It also provides leaders with the confidence to have conversations to explore DEI in their locality as well as identify their 'why' for DEI.

We weave inclusive leadership throughout all of our leadership programmes.

ATTRACTING DIVERSE TALENT

We work to ensure we're attracting and recruiting lawyers and business services professionals from a broad range of backgrounds. We do this in different ways, depending on role and level of seniority:

- For senior roles, we tell our recruitment suppliers and head-hunters about our DEI strategy and goals, and benchmark ourselves to understand how our recruitment compares with our peers.
- For early career roles, we use contextualised recruitment software and strengths-based assessments to understand a candidate's potential.
- We run apprenticeship programmes, both for fee earner roles and business services roles, ensuring that going to university is not the only route into working with us.

OUR EXTERNAL DEI PARTNERS

Our work to embed diversity and inclusion is carried out with a range of partner organisations. Examples include the following.

We work with Myplus recruitment to ensure we're attracting and recruiting students with disabilities. As well as helping us to understand more about the employment challenges facing students with disabilities. Myplus also advises us on the additional support these students may require during the recruitment process.

Investing with Ethnicity is another organisation we work with to progress the ethnicity agenda within the workforce and beyond. They offer a broad range of programmes, a benchmark, resources, support, events and provide tailored advice and guidance.

We're also members of the Business Disability Forum – an organisation supporting disability inclusion. Business Disability Forum provides consultancy, training, business audits, resources and guides as well as events and workshops to help remove barriers to inclusion.

Alongside the partnerships mentioned above, we work with a number of Social Mobility organisations to ensure we hire the best possible candidates regardless of background. Our partnerships with GROW Mentoring, the 93% Club, Urban Lawyers, upReach and The Sutton Trust help us reach a wide pool of talent while giving our colleagues opportunities to mentor and support the next generation of talent into the firm. You can read more about our partnerships in the Nurturing Talent section on [page 21](#).



Awards and recognition

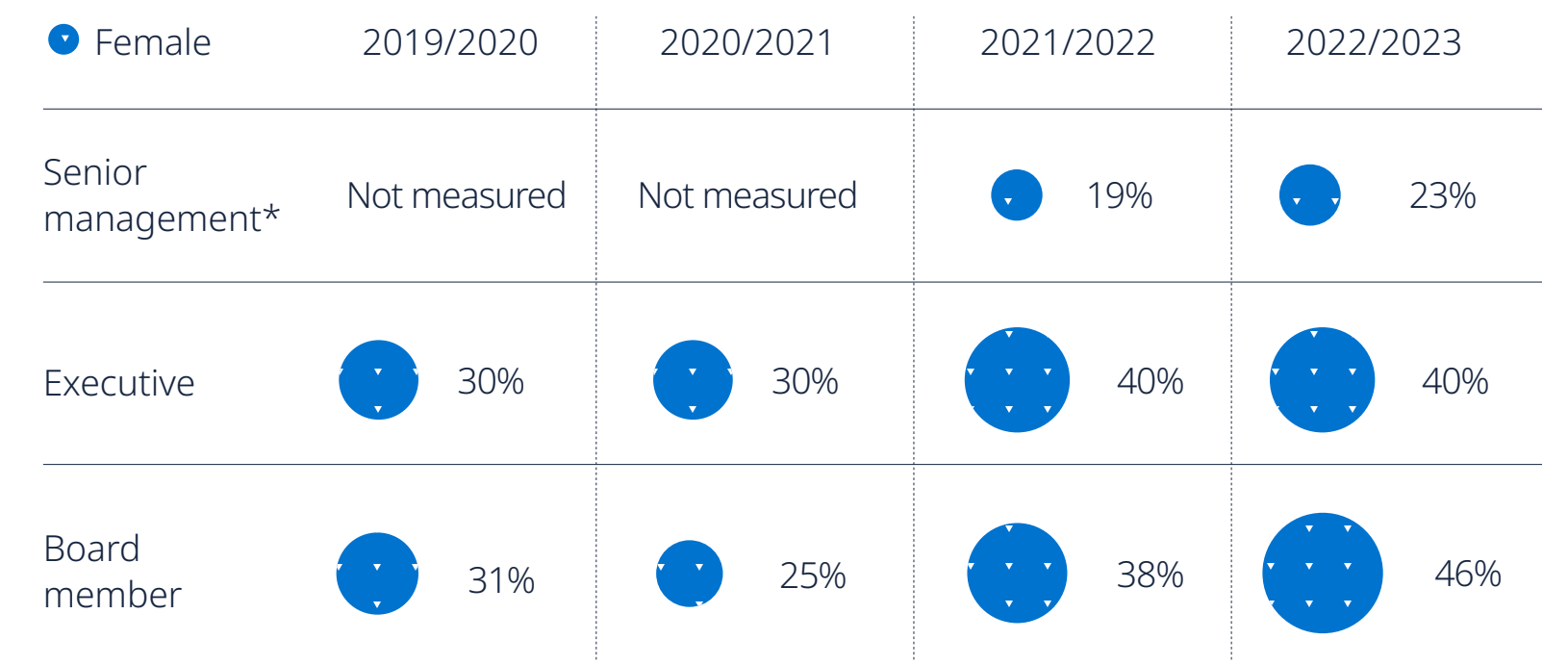
In 2022, DLA Piper Australia won Australasian Lawyer's coveted 5-Star Employer of Choice award, in recognition of the firm's supportive and inclusive working culture.

In the UK, DLA Piper's Early Careers team attended the National Graduate Recruitment Awards 2022, winning the Best Social Mobility Strategy award and the Best On-boarding Experience award.

Gender diversity by role

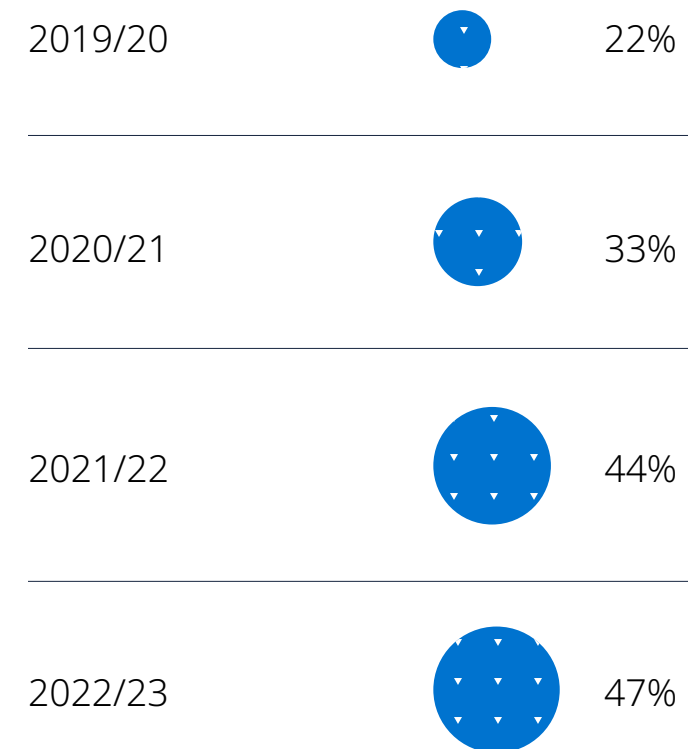


Gender diversity in senior management



*Senior management includes International Sector Heads, International Country Managing Partners, International Practice Heads, and the Executive.

Women in new partner promotions



IMPROVING GENDER BALANCE AT SENIOR LEVELS

While DLA Piper maintains a relatively even gender balance across many parts of the firm, the persistent underrepresentation of women in senior positions poses an ongoing challenge for both our organisation and the legal profession as a whole. In response, we've improved our capacity to closely monitor and analyse the gender balance of our lawyer promotions throughout the firm, fostering a robust pipeline of talented women across all levels.

While applying a proportional representation approach is important, we know that gender-based cultural differences can also hold women back from senior positions. Challenging these ingrained attitudes requires female role models and mentors – colleagues with seniority and influence who can play an active role in providing support.

To help address this need, we created Elevate – a sponsorship programme that matches individuals from underrepresented groups with leadership potential (including women) with senior partner sponsors. The programme has been a success, with participants telling us that Elevate created a sense of community and built connections, boosted confidence, and helped demystify the partner promotions process.

Since launching in 2021, 51 individuals have participated in the programme. Of those, 27 (53%) have been promoted to partner.

The programme has continued to evolve with feedback and has been enhanced through a partnership with [Moving Ahead](#), who provide coaching, sponsorship circles and regular check-ins with protégés and sponsors.

While Elevate is designed to help those already in senior roles make the leap to partner, there is also a lack of representation at senior leadership levels. In 2022, to complement Elevate, we launched Momentum, a new pilot programme aimed at preparing talented female lawyers and those from other underrepresented groups for senior leadership. Momentum was created in partnership with external consultancy [BTS](#).

We also know that women on the cusp of being promoted to senior positions may face additional challenges due to societal pressures, health factors and personal circumstances that men of the same age may not. We've introduced a suite of new benefits that aim to address this, such as free access to support regarding menopause, fertility, pregnancy and early parenthood, and men's health.



Awards and recognition

Elevate won the 2022 Australian HR Award for Diversity and Inclusion. The programme was also shortlisted in the Wind Investment Awards 2022, a platform to celebrate best practices in the global onshore and offshore wind industry.

Supporting gender equality through the New Deal

The New Deal ([see page 21](#)) continues to support our employee proposition, taking gender differences into account, and addressing the specific challenges faced by both men and women. For example, through the New Deal, we've committed to providing colleagues with flexible working arrangements, as well as fair and equal pay across our firm.

ADDRESSING OUR GENDER AND ETHNICITY PAY GAPS

We're working to reduce pay gaps as an important part of our efforts to strengthen our inclusive culture. Read more about our UK and Australian pay gap reporting and results in our [Regional Highlights Report 2022-23](#).

Elevate in numbers

The Elevate programme continued to significantly increase the number of people from underrepresented groups* submitting a business case for partnership.

51 Elevate alumni since 2021

53% of these alumni have been promoted to partner

26 protégés from **12** countries **6** practice groups took part in 2022

Of these, 88% were female

Our 2022 Cohort

34% (13/38) of individuals who submitted a business case in 2023 participated in the Elevate programme, all individuals were successful in their promotion to Partner effective 1st May 2023

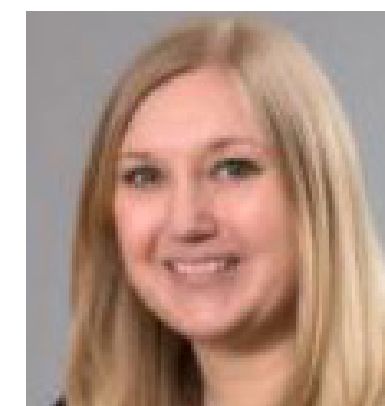
DLA Piper Voices – Elevate programme participant

“My experience of the Elevate programme was overwhelmingly positive. My partner sponsor was very supportive and a great sounding board – I really appreciated our conversations and the guidance she provided. The sponsorship circles were thought-provoking and it was really interesting to hear the stories shared by sponsoring partners from across the global business, together with other participants in the programme. The coaching opportunity provided via Better Up was a challenging but invaluable experience and I would recommend it to anyone.”

My objective when entering the Elevate programme was to achieve clarity in terms of how I wanted my career to progress at DLA Piper. One of the benefits of the Elevate programme was access to a wide range of potential role models from across the global business who were willing to share their experiences and demonstrate what success at DLA Piper looks like for them and how they achieved it. Through sponsorship circles and coaching I developed the confidence to build a picture of what authentic leadership looks like for me and how I might take that forward into a partnership proposal in the future. I developed a fantastic international network of peers at similar stages of their career progression who face similar challenges and who continue to support each other following the end of the programme. More than anything the existence of the programme and the dedication of everyone involved in it demonstrates the clear commitment of the firm in taking positive steps to enhance diversity of thought within the future leadership of DLA Piper.”

Katy Seago

Legal Director, Finance, Projects and Restructuring



IMPROVING SOCIOECONOMIC DIVERSITY

It's vital that lawyers and law firms reflect their communities. At DLA Piper we believe that factors such as the school a person attended, or the jobs their parents or carer did, should never be a barrier to entering and succeeding in the legal profession.

Building on our UK social mobility agenda, we're rolling out an international strategy to address socioeconomic inequities in different regions. This will include monitoring the socioeconomic diversity of our workforce, gathering insights about the experience of colleagues from lower socioeconomic backgrounds, and tracking and reporting on their progression rates.

We recognise that socioeconomic background is linked to other already protected diversity characteristics and see the benefits of an active and integrated approach to diversity and inclusion. Since 2022, we've been focussed on developing our international social mobility action plan and working with clients and other key stakeholders on mutually rewarding social mobility activities. We publish a periodic [Social Mobility Report](#) covering our recruitment and the talent pipeline, and progress against our social mobility goals.

Our recent achievements include the formation of Horizons, our people network for social mobility (read more about this and our other people networks below). We also participated in the [Future Leaders Initiative](#), supporting the Lord Mayor of London, Vincent Keaveny, in promoting social mobility across the UK. We've made materials from the initiative available to schools, charities and businesses, so they can use them to upskill young people and improve social mobility.

Read more about our social mobility goals and progress in our [Societal Impact Deep Dive Report 2022-23](#).



Awards and recognition

In 2022, the Social Mobility Index (UK) ranked DLA Piper in 12th place among British employers for supporting social mobility (up from 17th in 2021).

OUR PEOPLE NETWORKS

Our people networks play a vital role in strengthening the inclusivity of our culture, driving diversity and supporting our people. They also provide a safe community where our people can learn from one another, share lived experiences and discuss topics that are important to us. Our people networks are open to all colleagues, regardless of role, tenure and identity group – allies are welcome.

Gender balance

LAW [Law Alliance for Women] is DLA Piper's International gender balance network. The group works to support gender balance at all levels by strengthening the influence, leadership and voice of women in our firm to effect change.

Recent initiatives from LAW included a programme of activities across all offices to celebrate International Women's Day in March 2023, with a particular focus on the theme of equity. As part of these activities, three LAW sponsors engaged in a frank and open discussion about equity and why it's important to them, answering questions from colleagues across the firm. The discussion was made available on our intranet as a video and a podcast.

Other LAW activities included an interview with a DEI expert discussing what equity means, the difference between equality and equity and how we can all foster equity in our daily lives. LAW also hosted a health and wellbeing talk about self-limiting beliefs.



We currently hold Silver status for the Australian Workplace Equality Index (AWEI) – Australia's definitive national benchmark on LGBT+ workplace inclusion.

While in Spain we have been ranked 26th in the first ranking of the 50 Spanish legal entities leaders in gender equality created by Woman Forward foundation.

LGBT+ inclusion

The Iris people network is the voice, contact point and support network for LGBT+ people and their allies at DLA Piper. The network engages the firm's colleagues, clients and communities on LGBT+ issues, working closely with external partners such as Stonewall in the UK, Pride In Diversity in Australia and the Lawyers for LGBT+ and Allies Network in Japan.

To celebrate WorldPride, which was hosted in Sydney in 2023, Iris organised a global summit for all Iris members, colleagues, and a number of DLA Piper clients at the Sydney office and online.

The two-day summit recognised and celebrated the strength of our international Iris Network and DLA Piper's continuing commitment to LGBT+ inclusion.

In Stonewall's UK Workplace Equality Index 2023, the firm won a Gold Award and was ranked 17th overall, while Iris received a highly commended Network Group Award. We also hold silver status in the Australian Workplace Equality Index, Australia's national benchmark on LGBT+ workplace inclusion.

Iris Represents

Iris Represents is the dedicated pro bono unit of our LGBT+ network, Iris. It provides services specifically for LGBT+ focused NGOs and individuals, using the expertise of our LGBT+ and allied colleagues.

Feedback from our LGBT+ pro bono clients indicates that they value having advisors who are LGBT+ themselves or allies, so they can be safe in the knowledge their advisors are aligned to their values. No other law firm's LGBT+ network has a specific pro bono support service.

Examples of recent work undertaken by Iris Represents include:

- Advocating for legislative reform in former Commonwealth countries that still criminalise sexual acts between members of the same sex.
- Researching and producing a global report to support the equalisation of marriage rights in Japan.
- Writing a "name change handbook" in Australia to support LGBT+ refugees who want to change their name when they take up residency in Australia for safety purposes.

"Allies play a key role in amplifying the voices and concerns of the LGBT+ community. Our voices can help educate others about LGBT+ issues in a manner that resonates with them, bridging gaps in understanding and empathy. They can reveal and help solve problematic behaviour as well as provide support and comfort to our colleagues who may not have others to turn to. LGBT+ allies can advocate for issues on behalf of those who might not yet be 'out' in our workplace or even in their personal lives, lending them strength and solidarity. Bolstered by this awareness, I resolved to extend my support of the LGBT+ community by joining Iris where I aspire to be a committed ally of and voice for our LGBT+ colleagues."

Edward Mears

Senior Associate, Global Iris Co-Chair



Awards and recognition

In Austria, DLA Piper won the Women in Law Award 2022 – Law firm of the year for women in Austria.

DLA Piper has been ranked 17th in 2023 in the Stonewall UK Workplace Equality Index. We also secured a Gold Award and ranked 3rd in sector and Iris received a highly commended People Network Group Award.

We have achieved the bronze standard for Hong Kong LGBT+ Inclusion Index 2023.

Families and carers

PACT is a growing network and currently has a presence in the UK, Asia and Australia. The network provides information, resources, and support on a range of topics, including advice about flexible working, as well as engaging with clients and communities.

Recent PACT activities include hosting a Baby Loss Awareness event to coincide with Baby Loss Awareness Week. The event was held with two external speakers who shared their experiences, to start conversations about baby loss in the workplace.

PACT also collaborated with NSPCC (UK's leading children's charity), to host an Online Child Safety workshop to coincide with Safer Internet Day. The workshop was designed to help parents, carers and other adults understand how young people experience the online world and learn how to help them go online safely.

In Australia, we have the Parents and Carers Buddy Programme, a similar support group for working parents and carers. Launched in April 2022, the programme provides a platform for sharing experiences, seeking, and providing reassurance, and discussing the challenges faced by working professionals with caring responsibilities.

Race, ethnicity, and cultural diversity

Mosaic is our UK racial and ethnic diversity network. Mosaic promotes race fluency, creating opportunities and environments for our people to have conversations about race and ethnicity with comfort, clarity, and confidence. The network also works closely with our leaders to raise awareness of challenges relating to race and ethnicity, equipping them to be allies and change-makers.

In the past year, Mosaic activities have included a Black Hair webinar event, raising awareness of Afro hair discrimination in the workplace and in wider society. Featuring a talk and a panel discussion led by DLA Piper colleagues, the event was a collaboration with the Halo Collective, an organisation which aims to end Afro hair discrimination.

During the year, Mosaic continued to recognise religious holidays such as Ramadan, Passover, and Easter by sharing emails, videos, and intranet articles. The network also launched a series of Race Matters masterclasses to mark the anniversary of the murder of George Floyd in 2020.

In the US, we're a signatory to the Mansfield Rule, an initiative which aims to increase diversity in leadership and governance roles, partner elections and lateral hiring. We're committed to ensuring at least 30% of candidates sourced and considered for those positions are from a diverse background.

In September 2022 we were awarded Mansfield Certification Plus status for the Mansfield UK Pilot, which is the highest level of certification. We continue to show our commitment and have also signed up for the benchmark again for reporting period 2022-23.

We are signatories to the Race Fairness Commitment and the Race at Work Charter (UK).

“Creating a sense of community and belonging is essential to inclusion and a fundamental priority of Mosaic and it has been an eye-opening and, at times, emotional journey since we were established in 2020. We are committed to celebrating differences and increasing education of cultural backgrounds, race, ethnicity and faith to aid the improvement of representation and progression at the firm. Our aim is for our firm to reflect the diversity of the clients and communities we serve and for all of our people, regardless of their heritage, culture, ethnicity and background, to feel valued, supported and able to achieve their full potential. We believe that great business makes a better world and that our uniqueness is our strength. By working together, we can make business better.”

Raisa Ibrahim

Senior International Marketing and BD Manager



Enabled is our international disability inclusion people network. The network supports anyone affected by a disability, neurodiversity, or long-term condition, and aims to break down barriers to disability inclusion in the workplace. Enabled works closely with the Business Disability Forum to support the network's strategy and stay connected to best practices.

To mark International Day of Persons with Disabilities 2022, Enabled ran a series of events internationally to raise awareness of people with disabilities in the firm. The events gave colleagues a chance to hear from high profile speakers and experts, and provided a platform for neurodiverse colleagues to share their stories.

During the year, Enabled launched the Sunflower Lanyard across our UK and Ireland offices to raise awareness of hidden disabilities. The network also produced supporting resources for colleagues and people managers around Employee Adjustments in the workplace, which includes tailored guidance by role and supporting documents for the UK and Ireland.

Social Mobility

This year we formed Horizons, a new network for colleagues from less-advantaged backgrounds. The network creates a space where colleagues can make their voice heard, and where allies can listen without prejudice so we can build understanding and reduce socio-economic inequality.

For more information on our social mobility initiatives, please see our [Societal Impact Deep Dive Report 2022-23](#).

“The people I have met at DLA Piper have made me accept that everyone’s journey is different, not better. It isn’t about where you start in life but where you are going that matters. Horizons will provide the support that I wished was there for me in my early career. Thank you to Sandra and others involved in making me realise that we have an important role to play in making things better for those following a similar path. By dismantling the barriers which exist, we will help to create a more equitable world where everyone’s dream has the chance of being fulfilled.”

Lorraine Reader

Executive Partner Co-sponsor



People Network leadership development programme

In 2022, we launched our inaugural People Network Leadership Development Programme, which brought together 144 participants from six of our people networks across 12 countries.

The structured programme was designed to give people network leaders (including Executive Sponsors, Chairs and members of the wider Steering Committee) training and support across several key areas. These included holding strategic level discussions, developing intersectional cross-network collaboration, fostering allyship, and mapping and delivering 2022-23 network plans that are aligned with our strategic priorities.

The programme was designed by our DEI and the Leadership and Talent teams and delivered by an external partner, Huma Qasi of SYNERGIES, New Inclusion and The Privilege Project.



Health and wellbeing

Our health and wellbeing impacts

The legal profession offers rewarding opportunities but also comes with significant commitment. Employees often encounter long hours and demanding workloads, exacerbated by a shortage of talent across the industry, intensifying the pressure and the risk of burnout. In a global study by the IBA, solicitors reported reduced mental wellbeing relative to general population. 35% reported work negatively impacted mental wellbeing. Consequences of poor mental wellbeing include fatigue, interrupted sleep, anxiety and depression.

Further, following the pandemic, expectations around traditional working practices have been challenged. Many employees want to achieve a better work/life balance, and are looking for more flexible forms of working, including remote working.

There is also a growing body of research showing a link between wellbeing and diversity, with employees from underrepresented groups disproportionately affected by poor mental health and stress. This highlights the need for an aligned, intersectional approach across the firm's DEI and Health and Wellbeing strategies.

As a professional services business, our risk of workplace accidents is low compared with businesses in other sectors such as manufacturing. However, accidents can happen, and we view workplace safety as a high priority alongside health and wellbeing.

Our health and wellbeing commitments

Our vision is to create a firmwide culture where great work and great health and wellbeing go hand in hand. We focus on four key pillars: physical, emotional, social and financial health.

We're also committed to giving colleagues the flexibility to work in a way that's right for them, while also supporting collaboration and creativity.

Our health and wellbeing strategy focuses on three key areas:

1. PROMOTE GREATER WELLBEING AT WORK FOR ALL

We raise awareness of wellbeing issues to help reduce stigma and make it easier for our people to reach out for help. We encourage open discussions about health and wellbeing in the workplace and have resources and policies in place to support. As signatories of the [Mindful Business Charter](#), we encourage sustainable working practices. We hold mental health events with [TLC Lions](#), an organisation dedicated to driving behavioural change in the workplace, and run campaigns such as One Voice Made of Many that shine a spotlight on the experiences of our people. Through digital tools such as [Unmind](#) ([see page 17](#)), we empower people to take responsibility for their own wellbeing.

2. PROVIDE SUPPORT AND CARE FOR OUR COLLEAGUES

To ensure all our people are supported, we work to embed a diverse variety of resources, skills and good health and wellbeing practices throughout our firm. We do this through initiatives such as our SPEAK Ambassador Programme, which aims to create an environment where colleagues feel comfortable talking about mental health issues in the workplace. Through MyCare, our international EAP service, we provide a range of free, confidential health and wellbeing services for our people and their families.

3. PREVENT HEALTH AND WELLBEING ISSUES

As well as providing reactive support, we're committed to preventing health and wellbeing issues before they happen. This includes using internal data to understand and track the different needs of our colleagues, ensuring that health and wellbeing considerations are embedded in key business processes and introducing policies and guidelines (such as WorksmartFlex) to help colleagues find the right work/life balance. We work with clients and across professional and regulatory bodies to collectively identify health and wellbeing issues in our industry and explore new ways of working to address them.

“Ensuring we protect and nurture the health and wellbeing of all our colleagues is fundamentally important to our culture and values and to ensuring the ongoing success and resilience of our firm. We know there are ongoing industry wide challenges in this area and its key that we continue to focus on systemic wellbeing solutions so we can work across the industry and start to turn the dial on these issues. We are doing this by continuing to provide a comprehensive health and wellbeing programme at DLA Piper with launches such as the Unmind App which provides ongoing and holistic support to our people.”

Jonathan Watkins

Partner, Health and Wellbeing Steering Committee Lead

Our strategy is supported by a two-year plan, with both short- and long-term goals under our three strategic pillars. We're continually working towards achieving our goals.

- Ensuring an intersectional approach between Health and Wellbeing and DEI.
- Communicating our Health and Wellbeing proposition.
- Forging relationships with key clients and external bodies to drive change across the legal industry.

Health and wellbeing governance

Our International Health and Wellbeing Steering Committee oversees our health and wellbeing strategy. The steering committee is made up of leaders from across the firm, who meet regularly to review progress and discuss strategy implementation. The committee also helps gain executive sponsorship where necessary. Health and wellbeing is part of the Boardroom agenda.

The Chair of the committee is a senior partner and holds a seat at the International Diversity Council to ensure our health and wellbeing strategy aligns with our DEI strategy.

We recognise that everyone in the firm has a part to play in creating a healthy working environment and supportive culture. We've recently reviewed our governance structure to enable more local input and to ensure it's truly international. Our new health and wellbeing working group, with representation from all regions, delivers and coordinates local events to support the rollout of initiatives set by our international steering committee and ensures we take cultural differences into consideration when setting our approach. The working group communicates and advocates for our approach and provides support and resources at the local level.

Our SPEAK ambassadors also work to raise awareness, advocate, and offer support for those experiencing mental health challenges across the firm.

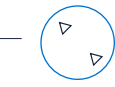
MANAGING WORKPLACE SAFETY

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 and is supported by our International Health and Safety Policy.

All incidents and related information are recorded in our Incidents Register. We use the register as the basis for designing new incident prevention strategies and improving our control measures. We're already certified against ISO 45001 (Occupational Health and Safety Management Systems) in the UK, and we plan to roll out certification to other international offices. We're also working on integrating the guidance provided in ISO 45003 standard on managing psychosocial risks with the wider management of occupational health and safety in our workplaces.

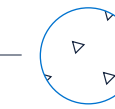
Supporting mental health at DLA Piper

Steerco



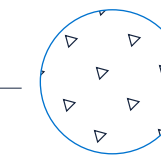
Health and wellbeing advocates and champions. Communicating from the top, the business impact and personal importance of a supportive environment and culture that supports good health and wellbeing.

Working group



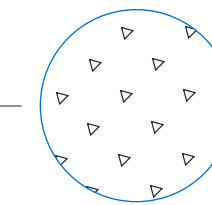
Locally drive the implementation and execution of priorities and programmes as set by the Steerco. Use data and insights to understand challenges and help shape the health and wellbeing agenda.

Managers



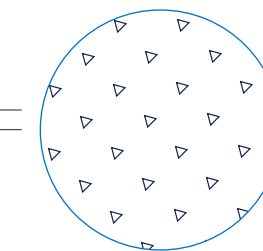
Support and care for our colleagues to perform and thrive at work by making wellbeing discussions part of our culture and role modelling behaviour.

Champions and ambassadors



Equipped with the tools to promote and champion greater wellbeing for all through supporting conversations, signposting to resources and promoting a culture where mental health can be talked about without stigma.

Everyone



Proactively access resources available through the firm to support their own wellbeing and help foster a culture where mental health can be discussed without stigma.

Healthy environment and supportive culture

Progress over the last year

MAKING IT EASY TO SEEK HELP AND SUPPORT

We want to make it as easy as possible for our colleagues to access health and wellbeing support. We offer a wide range of support resources and services tailored to individual needs, and we make colleagues aware of these services from the point of recruitment onwards.

We encourage our people to be proactive in managing health issues and seeking support. For example, our intranet has dedicated health and wellbeing pages containing details of all resources available to colleagues, as well as links to external sources of support. We also provide health and wellbeing training modules in our learning and development plans.

Alongside our internal resources, colleagues and their families can access external support covering any aspect of health and wellbeing through the MyCare international Employee Assistance Programme (EAP). The service is available at any time either by phone, online or through an app. Last year we introduced a MyCare chat facility, which has a growing number of users.

Because the health needs of our people vary by region, our international EAP service is complimented by health and wellbeing benefits that are specific to our local regions.

SUPPORTING OUR COLLEAGUES' MENTAL HEALTH

At DLA Piper, we aim to cultivate a safe environment where conversations about mental health are a part of everyday working life. We want our colleagues to feel able to talk freely and openly about any mental health challenge they might be facing, and we have a range of initiatives in place to achieve this.

SPEAK Ambassadors

One example is our SPEAK Ambassador programme. The initiative trains colleagues to become mental health ambassadors, acting both to raise awareness of mental health issues and as a source of support and advice, alongside managers and members of HR. To reassure colleagues that they can raise concerns safely, we make it clear that any information they disclose will be used for no other reason than to support them. We're continually looking at ways to enhance the programme – for example, we'll be introducing mental health first aid for some of our HR population and SPEAK Ambassadors network.

Unmind

We encourage colleagues to take a proactive approach to managing their own mental health. Last year, to support them in this, we launched Unmind, our new mental health platform that enables colleagues to assess, understand and improve their mental wellbeing. As well as general advice about mental health, the platform offers tools and resources on a wide range of specific topics, from dealing with depression to managing stress and burnout.

Addressing concerns

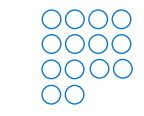
We address mental health concerns in several ways. Depending on the nature of the challenge, options could include:

- a workload review, or reallocating work
- a referral for external medical advice, or treatment (including the EAP)
- a return-to-work programme facilitated by HR, or an external provider, in cases where a colleague has taken long-term leave



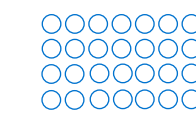
218

SPEAK Ambassadors in 2022-23, across



14

countries and



28

offices

Aligning with the WELL Building Standard

To support the health and wellbeing of our people at work, we're pursuing alignment with the WELL Building Standard requirements when we choose new offices and design office fit-outs. As well as covering conventional areas such as air quality and noise levels, the standard also emphasises measures to support mental and emotional health, such as providing disruption-free and productive working areas, fitness activities and relaxation spaces.

We're also exploring the use of technology for managing people's health and workplace safety. This includes piloting a new online tool to assess the risks of display screen equipment (DSE) in early 2023. The tool allows us to deliver training and risk assessments based on each individual's profile, as well as raising awareness of good workstation set up both at home or in the office. Later in the year we plan to start automating the reporting of health and safety incidents, and the tracking of follow-up actions and their effectiveness.

NURTURING A HEALTHY WORKPLACE CULTURE

We want to make sure that health and wellbeing are embedded in our workplace culture. This involves a range of measures, including monitoring workloads, ensuring colleagues take advantage of their holiday allocation, and ensuring our bonus system does not encourage long working hours.

Following the roll out of the Positive Leaders Programme, run by The Positive Group in 2021, where leaders were given training on how to build resilient and connected teams and how to spot the potential risks to health and wellbeing early, we're now looking more broadly at the role of managers in creating a healthy workplace culture. In 2023-24 we plan to roll out similar training specifically aimed at managers.

PLEDGES AND MEMBERSHIPS

We've committed to a variety of pledges, charters and memberships related to health and wellbeing around the world.

We are signatories of the [Mindful Business Charter](#), which outlines recommendations for promoting better mental health in the workplace. As signatories, we engage our clients and other stakeholders to share best practice on this issue.

In Australia we're founding members of the [Corporate Mental Health Alliance](#), which brings businesses together to work towards improving mental health in the workplace.

RESILIENCE IN A TIME OF UNCERTAINTY

External events such as national conflict, natural disasters and economic turmoil can have a major impact on our colleagues in all our locations. We've developed initiatives and resources to help them develop resilience and navigate these challenges.

Our international Employee Assistance Programme (EAP) offers mental health support, which includes guidance and counselling on coping with the emotional impact of conflicts and disasters. Following the devastating earthquake in Turkey and Syria in 2023, we hosted a webinar Connect Session to allow colleagues to share their feelings, compassion and concerns.

To help colleagues manage the cost-of-living crisis, we offer financial guidance through webinars hosted on Unmind, our new mental health management platform, and promote these internationally through local communication channels. In the UK we also host Nudge, an impartial financial advice platform providing colleagues with tools to take control of their finances.

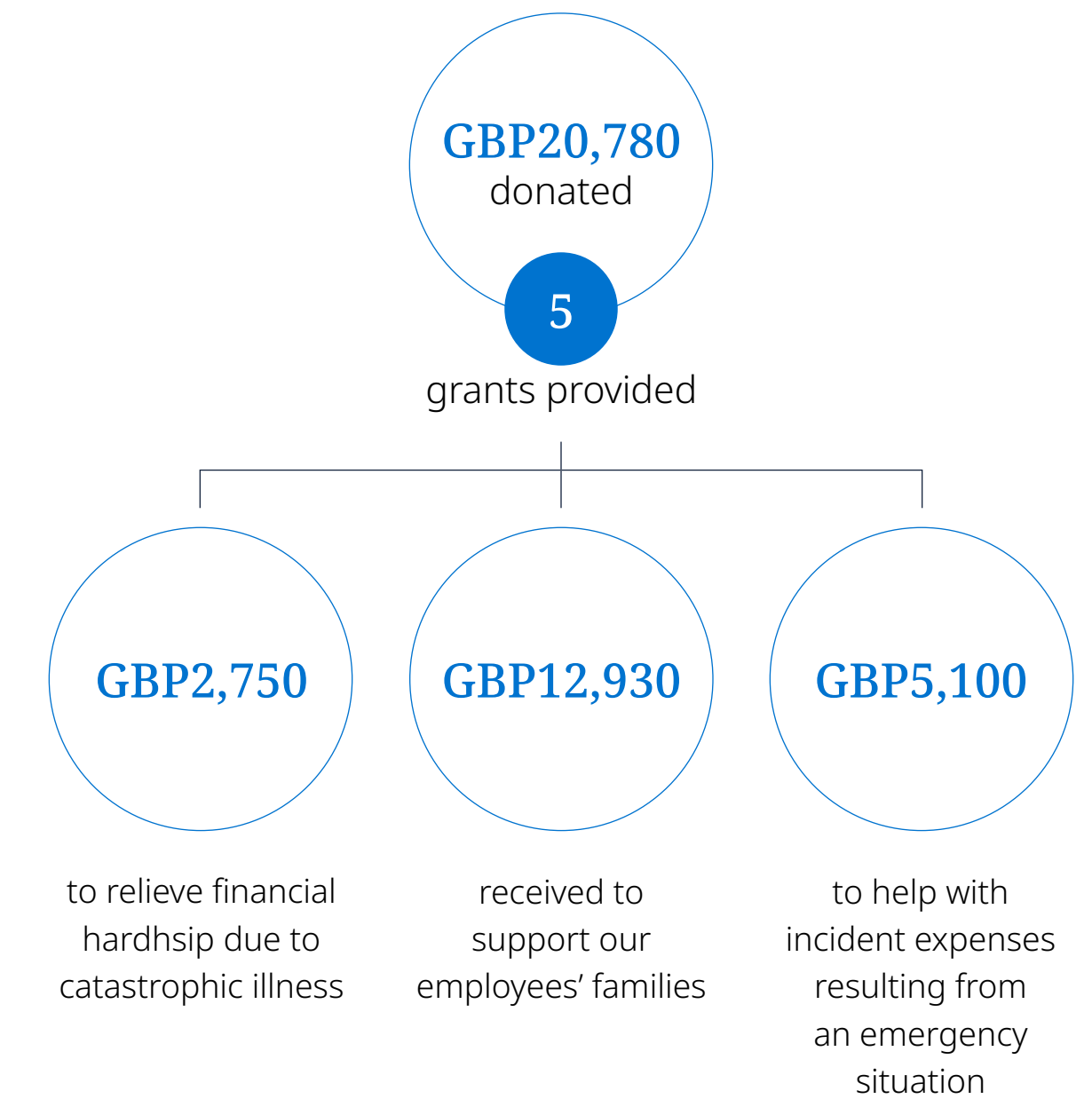
As global events evolve, we constantly review our Health and Wellbeing proposition to ensure people have the resources they need to manage their health and wellbeing.

SUPPORT FOR COLLEAGUES EXPERIENCING FINANCIAL HARDSHIP

Money worries can be a major source of stress, and in turbulent economic times, this is a growing concern. 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.

This fund was launched last year and we have a dedicated committee in place to review its efficacy and to improve its structure and management. In the next 12 months we will continue to review people's needs on a case-by-case basis while expanding the fund to additional offices and countries.

Employee Emergency Support Fund impact (2022-23)



PARTNERSHIPS AND EVENTS

Partnering with external experts is an important part of our health and wellbeing approach.

One of our key partnerships is with the Positive Group, a specialist learning provider dedicated to improving workplace health and wellbeing through applied psychology and neuroscience. Last year 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.

Another key partnership is with TLC Lions, an organisation that uses the power of storytelling to transform workplaces. Through the partnership, we deliver a range of events where speakers share extraordinary and inspiring stories to encourage meaningful dialogue and deepen understanding about mental health.

Last year we ran five firmwide events with TLC Lions, exploring how emotional wellbeing is affected by inclusion, belonging, allyship, and other diversity issues. The events were co-hosted with DEI and employee networks such as Iris and LAW.

We also celebrate external campaigns such as World Mental Health Day (WMHD) to raise awareness of mental health issues at work. To mark World Mental Health Day in October 2022, we hosted a talk with TLC Lions Coach Mary Daniels, who spoke about the impact that racial discrimination had on her mental health growing up, and her journey towards feeling comfortable in her own skin.

Human-Shaped Leadership

In 2023 we sponsored the inaugural TLC Lions' Being Human Awards – an event that celebrates organisations and individuals who lead with a human approach. As well as inspiring other companies to do the right thing when it comes to looking after employee wellbeing, the event is an opportunity to engage with our clients on mental health issues and find the right balance between meeting expectations and managing stress.

It was great to see one of our partners make the Top 50 Human Leaders Cohort. In addition, Jonathan Watkins, Partner and Chair of our Health and Wellbeing Steering Committee, was one of the judges for the awards.

“DLA Piper has been truly remarkable to work with. At TLC Lions, we’ve seen first-hand DLA Piper’s commitment to driving a more human workplace on a day-to-day basis, from leaders at the top through to all employees. Importantly we’ve seen the firm actively taking a more human approach around the intersectionality between wellbeing and DEI, two critical components to attracting talent.

At TLC Lions, we work with many organisations in the legal sector and can confidently comment on the genuine care that has been showcased in all conversations in recent years. DLA Piper clearly stands out from others in the market for valuing their people, prioritising wellbeing and creating an inclusive environment for every employee to thrive.”

Gian Power

TLC Lions CEO and Founder

MEASURING OUR EFFECTIVENESS

We regularly seek feedback from our colleagues to gauge the effectiveness of our health and wellbeing initiatives and refine our approach. Over the last few years, we’ve run a series of short surveys to track and monitor how people are feeling and the effectiveness of our initiatives so we can continually review our health and wellbeing proposition.

Key findings from previous surveys showed that stress continues to be the main factor affecting people’s wellbeing, largely caused by heavy workloads and time constraints.

The survey also revealed that, in both the practice groups and business service functions, colleagues are generally advocates for the organisation, with 96% of people saying that they would recommend DLA Piper as a good place to work. People also described themselves feeling “committed” and “valued”.

In October 2023 we’ll conduct our full bi-annual engagement survey, which will give us more detailed 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 better use of our platforms such as EAP and Unmind.





LISTENING TO OUR STAKEHOLDERS

Our employee surveys give our leaders, HR members and stakeholder teams valuable insights into our health and wellbeing initiatives, and what motivates and engages our people.

Before each survey we offer training to our HR members to ensure they can use the insights effectively in local action planning. After each survey we provide a report to our local leadership and HR leads that outlines their jurisdiction's results.

In the countries where we collect demographic data, we also give our employee groups the opportunity to view data that may influence the initiatives they work on. For instance, we share the breakdown of survey data by sexual orientation and gender identity with our HR team in Australia to support their submission to the Workplace Gender Equality Agency report.

We also take guidance from our steering committee and get feedback from colleagues in different countries through their representative working groups.

What's next

In 2024 and beyond we'll continue to raise awareness of the health and wellbeing resources available to colleagues, so they can access support quickly. We'll also continue to focus on aligning our health and wellbeing and DEI initiatives.

To support our managers in building a healthy workplace culture, we'll roll out manager training in health and wellbeing. We'll also continue to invest in and enhance our SPEAK Ambassadors programme to bring conversations about mental health into the open.

We'll use data to drive our decisions and actions. In particular, we'll monitor use of our EAP and Unmind platforms to ensure it's being used at the same rate as our provider's client base. We'll also promote the service in areas where we have a high headcount but low user rate.

We'll continue to understand and address systemic workplace health and wellbeing challenges, such as the impact of sustained overutilisation of our fee earners. We will work with our Resource Management and HR teams to examine our processes and decide what changes need to be made to reduce the risk of burnout.



Nurturing talent

Our talent development impacts

At DLA Piper, with over 7,000 talented colleagues, we understand the importance of creating an environment where people can truly thrive. It's a top strategic priority for us to foster a supportive atmosphere that allows our team members to grow and excel.

Supporting our colleagues' career growth leads to greater engagement, fulfilment, and performance. Attracting and retaining top talent requires fair talent and career processes, and continuous access to learning and development opportunities.

Nurturing our people, just like health and wellbeing, also aligns with our DEI strategy, promoting balanced representation throughout our organisation.

We recognise that professional development requires different types of learning – and that people learn in different ways. Because of this, our aim is to provide a range of learning opportunities at all career stages that our people can use according to their needs, from formal training through to pro bono work opportunities. Colleagues can also sharpen their skills through joining a local office champion group, or external initiatives, such as volunteering.

The role of lawyers is evolving quickly as new technologies emerge and ESG issues become increasingly important for clients. Through the learning opportunities we provide, we ensure that our lawyers and business services colleagues are equipped with the skills and knowledge they need to succeed, now and in the future.

Nurturing our talent goes beyond benefiting our firm; it also has a positive impact on society. By equipping individuals with transferable skills, we contribute to financial security, economic stability, and the dismantling of social inequalities by fostering a diverse talent pipeline.

Our talent development commitments

We want everyone at DLA Piper to thrive – both professionally and personally. We're committed to investing in our people so they can do their best work, grow in their careers and succeed, whether at DLA Piper or beyond.

We believe that helping our colleagues grow, supporting them on their career paths, and enabling them to have a fulfilling life outside of work is a key part of what it means to be a responsible employer. Providing high-quality training, growth opportunities, a modern work environment and good benefits not only supports our people and boosts workplace morale – it's also essential for delivering a first-rate service to our clients.

In May 2022 we launched the New Deal, our employee proposition. The New Deal reaffirms our commitment to nurturing our people, while also redefining our relationship with our employees in line with modern expectations around work/life balance, fair pay and career development. Our Learning and Development teams support our leaders in embedding the new deal across the firm.

The New Deal is based around three principles:

We trust you

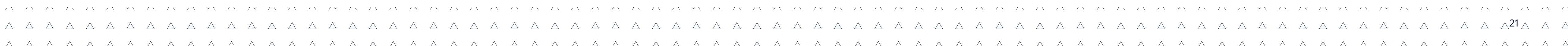
We'd like our people to spend at least half their time in the office, but we trust them to find the right balance for their lives. There are no fixed rules about how they should work. It's about finding the best of both worlds, and that will look different for everyone. Our approach to flexible working is supported by our WorkSmart Flex policy, introduced in May 2022.

We value you

We're committed to paying our people fairly. We'll keep reviewing pay annually, benchmarking salaries locally to make sure we stay competitive. We'll also provide localised benefits designed for individual need, as well as feedback and rewards to celebrate success and help our people keep succeeding.

We invest in you

We'll invest in our people and develop their careers with international secondment opportunities and tailored development plans. We've expanded our secondment programme, to let more people experience working abroad in new cultures.



Progress over the last year

EVOLVING OUR LEARNING AND DEVELOPMENT STRATEGY

It's important that learning and development at DLA Piper aligns with our wider strategy and goals as a firm. This year, we began to evolve our learning and development roadmap to ensure it supports our business and HR objectives.

As part of this process, we've completed a learning needs analysis to identify the current and future capabilities required to deliver our firm's strategy and purpose. The outcome is informing how we design and deliver our various learning and development programmes.

The last two years have also seen the rapid expansion of our digital learning offer. We now have a wide range of online learning tools and resources to help our people thrive in a hybrid working environment. We'll continue to improve this learning offer to support our commitment to offering inclusive learning practices.



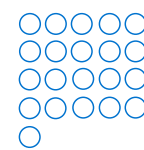
2,094

of our lawyers have given their time to pro bono projects in 2022



300+

DLA Piper people serving as mentors to young people from disadvantaged backgrounds



21

apprenticeships across our UK offices during 2022-23

UPSKILLING OUR PEOPLE ON SUSTAINABILITY AND ESG

As sustainability and ESG become an increasingly important part of our clients' agendas, it's vital that all our people are equipped with the knowledge and skills to understand how the sustainability transition applies to their roles. An understanding of sustainability and ESG isn't just important for supporting our clients but is an essential tool for managing our own climate impacts.

We are developing a firmwide training programme on sustainability, including planetary boundary issues such as climate change. As part of this wider programme we have launched a flagship programme on improving Carbon Literacy throughout the firm, which launched in the UK firm in November 2022 following a successful pilot in March. The programme aims to equip our people with a baseline understanding of climate change risks, and what this means for the business. It uses a blended learning approach, including self-led learning and live facilitated sessions led by an internal team of accredited Carbon Literacy Facilitators.

For more on our net zero ambitions, read our [Net Zero Deep Dive Report 2022-23](#).

EXPANDING OUR INTERNATIONAL SECONDMENT OFFER

Enjoying an international experience as part of work abroad is a key advantage of working for a global firm, and an important part of the reason why people want to join us. As part of our New Deal and in line with our Thoughtful Travel policy, we've refreshed our International Secondments Programme so more people can experience working abroad.

We've developed three new secondment programmes based on the firm's values: Be Exceptional, Be Collaborative and Be Supportive. Lasting between three weeks and three months and involving more than 20 countries, the programmes are open to lawyers and business service professionals.

Since launching the programme in 2022, we've seen a fairly even gender balance among colleagues taking up secondment opportunities, as well as a good mix of fee earners and business service professionals from across our international network. We've recently launched the programmes for the second year.

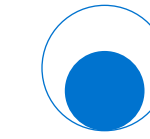
Enhancing our global mobility offering supports our wider ambition to offer our people with flexibility and rich career development opportunities, regardless of their role and stage of career.

Our secondment programme in numbers



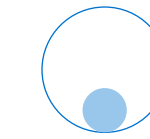
129

applications received for 50 available seats



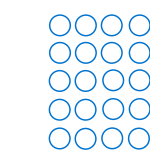
64%

secondees are women



36%

secondees are men



25

countries have taken part in the new programmes from across UK, Europe, the Middle East, Asia and Australia

"I feel very fortunate to have had the opportunity to spend three weeks working with the MBD team in London, visit our office in Amsterdam and spend a day with the GSC team in Warsaw. It brought to life the value of working in a truly international team. Without a doubt, the highlight was connecting with so many like-minded, passionate, supportive and collaborative colleagues.

The insight and inspiration gained will be invaluable in informing and energising many of the key projects we are embarking upon in Australia – from localising our international ESG marketing strategy and driving brand awareness through strategic marketing initiatives, through to reviewing and re-setting some of our key marketing operations and processes."

Rebecca Morrow

Senior Manager, Brand and Marketing

SECONDMENTS

Supportive Secondments

Nominate a colleague

With our Supportive Secondments, you can nominate a colleague to spend up to three weeks working in your office.

Collaborative Secondments

Nominated by your line manager

To work together effectively, we need to understand what our colleagues do.

With our Collaborative Secondments, eight people – a mix of business services and fee earners – can together spend four weeks in one international office.

Exceptional Secondments

Nominated by your leadership team

Working in new locations and cultures develops our skills and capabilities. It pushes us to exceed expectations.

With our Exceptional Secondments, people with a performance rating of four or five can spend three months working in another office.



“It was an unforgettable experience; meeting colleagues in Melbourne and Sydney, learning insights and collaborating on global claims for a shared client.”

Jennifer Talbot
Legal Director
Melbourne Collaborative secondee



“One of my favourite moments? A visit to the beautiful Mornington Peninsula in Melbourne.”

Liya Yang
Pitch Coordinator
Melbourne Collaborative secondee

LEARNING TECHNOLOGIES

In the last year we've built on the success of the DLA Piper Academy by integrating the platform with our new HR system, SuccessFactors.

The learning module of SuccessFactors offers enhanced functionality, such as the ability to organise courses into programmes, manager visibility on learning progress and links between learning and individual performance goals. The feedback module also allows people to request and provide feedback at any point during the year. The new system is simple, user-friendly and efficient, encouraging individual ownership of learning.

To support our international mentoring scheme, the latest SuccessFactors phase includes a new online mentoring module. As well as enabling the automatic matching of colleagues to mentors, the module can be used to tailor mentoring schemes to a particular practice group, office, or project, for example.

For our international programmes, we leverage the firm's collaboration tools and technologies to encourage social learning, networking, and collaboration between programme cohorts. For example during our international development programme for people leaders, the delegates used Teams to communicate, build networks and share insights during the programme.

These technologies are helping to drive a cultural shift at DLA Piper, where people feel empowered to own both their short-term skills development as well as their ongoing career development.

EARLY CAREERS DEVELOPMENT

Early Careers is a professional development service on the DLA Piper Academy supporting apprentices and graduates at the start of their careers in the firm. The service is designed to level the playing field, ensuring that every apprentice and graduate has an equal opportunity to succeed at DLA Piper, regardless of background.

Through Early Careers we strive to create a world-class learning offering for our graduates and apprentices, creating a culture of learning and development from the start of their careers at the firm. Since the service launched in 2021, we've run more than 50 training and insight sessions for graduates and apprentices across the UK and Ireland.

The Early Careers development journey consists of training to support new and emerging areas within the legal industry, enhance self-awareness, and develop technical and personal skills. The service also provides supervision briefings conducted before the start of annual trainee and apprentice rotations. We recruit graduates two years in advance, using the two-year gap between the internship and graduate programme to close any critical skills gaps, particularly for recruits from underrepresented backgrounds, and to instil the confidence to succeed at DLA Piper.

We also offer six-month long international secondment rotations and client secondments to our graduate trainee solicitors to undertake as part of their two-year graduate rotational programme.

PRO BONO AND COMMUNITY ENGAGEMENT

Getting involved in community activities and pro bono work provides valuable learning opportunities for our people. We provide opportunities for our lawyers to work pro bono to strengthen civil society and support vulnerable individuals, and for our business services colleagues to apply their professional skills to non-profit causes.

We also encourage all our colleagues to volunteer as mentors on our flagship outreach initiatives, such as Head Start and our Global Scholarships Programme.

In 2022 we launched the Pro Bono Portal, which streamlines the intake, triage and placement of pro bono opportunities.

In June 2022 we launched KindLink, our internal employee engagement platform which brings together our colleagues' community fundraising and volunteering efforts. KindLink is available to all our offices internationally and is used by colleagues to raise funds for local causes they care about, track volunteering hours and even measure carbon emission reductions.



215,521

pro bono hours contributed by DLA Piper lawyers in 2022



300+

DLA Piper colleagues served as mentors to young people from disadvantaged backgrounds

CULTURE AND FLEXIBLE WORKING

We're committed to creating an inclusive, engaging culture that meets our colleagues' personal needs, and in which everyone can thrive.

To support our commitment to helping our people find the right work/life balance, we've updated our approach to flexible working internationally. Our flexible working policy, WorkSmart Flex, allows colleagues whose role can be performed equally or more efficiently outside of the office to balance their time between home and the office. This gives them the flexibility to structure their week in a way that suits their needs. At the same time, we provide the digital tools necessary for colleagues to collaborate and connect with one another effectively, whether they're in the office or at home.

UPDATING OUR TOOLS AND TECHNOLOGIES

IT has always played a key role in supporting our colleagues' development, and the recent shift to hybrid working has made it even more critical. We're committed to leading by example, helping colleagues grow, connect and do their best work through optimised services and new ways of working. The IT strategy will inform our people systems roadmap which set out our plans to continue to improve and evolve how technologies enhance how we deliver learning and development opportunities across the firm.

Our IT strategy is based on four principles:

Security: ensuring our people can work securely across multiple devices.

Performance: ensuring our connections and network work efficiently and seamlessly, allowing our colleagues to work as quickly and productively as possible.

Modernisation: continually evolving and introducing the latest technologies and tools within our organisation.

Digitalisation: moving to a cloud-first system, where our services and data are stored and managed externally.

CAREER MOBILITY

We want to ensure that progression within our firm is fair, and that belonging to an underrepresented group is no obstacle to career success.

We have a target to ensure that at least 30% of our partners are women by 2025, and 40% are women by 2030. We're aiming for at least half of future internal partner promotes to come from underrepresented groups. This may include but not be limited to gender, ethnicity, ability, sexual orientation and socioeconomics, for example.

While our people are with us, we aim to ensure that they gain skills that are relevant and transferable to the current and future economy, and that by working with us they will be able to secure a stable financial future for themselves wherever they choose to work.

Through our apprenticeships, we provide access to career opportunities and high-quality training without the entry barriers and costs of higher education.

GIVING EVERYONE A FAIR START

We believe that a person's start in life should not be a barrier to opportunity. Through our social mobility student recruitment initiatives, we seek to broaden access to the legal profession and ensure that each student or graduate joining us has an equal opportunity to succeed, no matter their background.

Our recruitment related social mobility initiatives include the following:

- We're a founding sponsor of the [93% Club](#), the UK's largest social mobility network for students. The club's name derives from the fact that 93% of people go to state schools in the UK. We provide financial sponsorship to seven university-specific 93% Club societies.
- We are a founding member of [PRIME](#), an alliance of law firms across the UK and the Republic of Ireland. As a board member of PRIME, we work collaboratively with other firms to enhance access to and promote socio-economic diversity within the legal profession.
- We partner with the social mobility charity [UpReach](#) to deliver mentoring, insight days and career academy events.
- We use Rare's contextualised recruitment software for early careers hiring, which puts candidates' achievements in context of their circumstances. We also use a strengths-based assessment and selection methodology to ensure we assess for future potential, not past performance.
- In 2019, we were the first international law firm to remove minimum academic entry requirements to broaden access to the profession.
- We pay for all travel, accommodation and catering costs related to our recruitment and development events to remove any financial barriers to accessing our programmes.
- We believe we're the only law firm to offer bespoke employability skills training for students who are unsuccessful in their application to the firm.

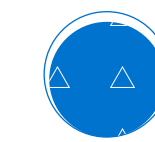
For more information on our social mobility initiatives, please see our [Societal Impact Deep Dive Report 2022-23](#).

APPRENTICESHIPS

For people from lower socioeconomic backgrounds, social barriers and the cost of university education can be major obstacles to accessing the legal profession. To overcome these barriers and allow us to harness talent from a range of backgrounds, we offer apprenticeships as a route to a career at DLA Piper. Our apprenticeship programmes support our social mobility agenda and our Diversity, Equity and Inclusion strategy.

We launched two legal focused apprenticeships in 2021 – a Solicitor Apprenticeship and a Service Delivery Apprenticeship. In 2023, our Service Delivery apprentices will graduate from the programme, while our solicitor apprentices will be moving into the third year of their six-year journey towards becoming a qualified solicitor.

Following the success of the 2021 programmes, we've added to our solicitor apprentice numbers in 2022, and we'll be hiring again in 2023 across additional locations in the UK.



92%

of our current apprentices attended a state school

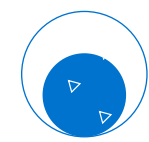


INSIGHT PROGRAMME

Launched in March 2018, the Insight Programme brings together university students from across the UK and Ireland who are interested in a career in Law.

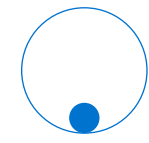
The 96 students who attended the programme this year were from a mix of universities and degree backgrounds, which provided them with the opportunity to network with other like-minded individuals over three days in our London office.

Throughout the programme the students attended various sessions to give them an insight into life at a global commercial law firm. The attendees heard from current trainees and senior leaders within the firm, receiving an in-depth overview of our practice groups, innovation at DLA Piper, sustainability and resilience, inclusion and diversity and interactive workshops to provide them with professional skills training.



67%

participants were female



25%

participants were non-law students



32

universities attended the programme



33

different degree combinations attended the programme

Participant testimonials from the Insight Programme:

“I’m so excited by what I’ve learned about life in DLA Piper through the people I’ve met and heard speak over the past few days. From start to finish it was just a remarkable insight into DLA Piper’s work, ethos, values, and people. The atmosphere and positive working environment really resonated with me, and the talks and speakers were thought-provoking.”

“We were given background stories from all of the speakers, and it really inspired me to explore how I can reach such levels in my career to come.”

“The content was well-rounded and allowed for an insight into the whole firm – not just specific legal sectors. I particularly enjoyed the pro bono and innovation focused talks as well as the interest in AI and tech.”

MEASURING OUR EFFECTIVENESS

Being a responsible employer means actively wanting to understand the experiences of our people and what is bringing the most value to their professional lives. A key part of this is regularly asking our people for feedback through annual surveys and using that feedback to improve how we do things.

Over the past 12 months, survey feedback has helped inform the firm’s learning and development strategic priorities, and our intention is to use feedback and insights collected from our employees to implement the following:

- create a clear learning proposition which sets out what is available for our employees and partners at different stages in their career;
- use insight on how our employees best learn to inform our content and design principles; and
- evolve our approach to our international development programmes to support individuals at key career transitions.

Through the implementation of SuccessFactors Learning, we’ve updated and automated our evaluation approach to increase the amount of feedback we receive from our employees, as well as improve the insight and action we can take from survey results. This means we can better track and measure the effectiveness of our learning programmes.

SuccessFactors learning gives us an opportunity to evaluate the impact of learning on employee’s performance in their role – with the option of surveying both employee and manager on how they’ve applied what they’ve learnt in their respective roles.

In 2022, we also introduced quarterly dashboard reporting showing the proportion of female fee earners and promotions across the firm. Through these dashboards, we can more accurately assess employee experiences around developmental opportunities available and evaluate how these responses align with internal targets to develop talent and promote diverse leadership.

We also collect anecdotal feedback from programme participants to complement the quantitative data analysis.

What’s next

Towards the end of 2023, we’ll introduce an Integrated Talent Management module to SuccessFactors as part of the next phase of the roll-out of the platform. This will further enhance the integration between talent identification and learning delivery to nurture and grow our people throughout their careers at DLA Piper.

Our international learning programmes will continue to contribute to the firm’s sustainability agenda. For example, a project is underway to explore the possibility of using office space instead of hotels for the in-person element of our programmes. Other options under consideration include choosing locations delegates can travel to in a sustainable way and encouraging delegates to combine travel for learning with other working opportunities.

Our learning and development team continue to evolve and improve our learning programme through bringing together our depth of understanding of our firms requirements and preferences, and external research and experience on how adults learn in the work place. Our aim is to ensure our employees and Partners have access to high quality learning experiences at the time they need it to be successful.

Reporting on our people

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

Corporate Citizenship has provided [limited assurance of the non-environmental data sets](#) in this report against the GRI Principles of Accuracy, Clarity, Comparability, Timeliness and Verifiability, using the ISAE 3000 standard.

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.

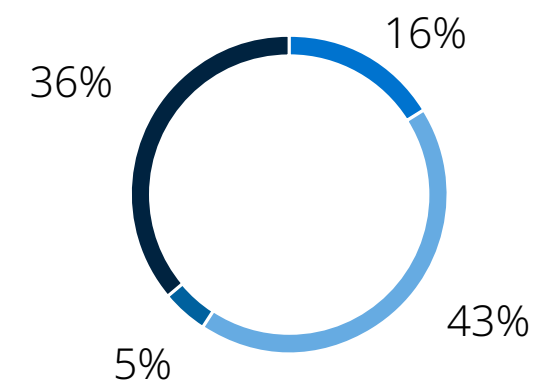
DLA Piper in 2022/23 by legal gender and region

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

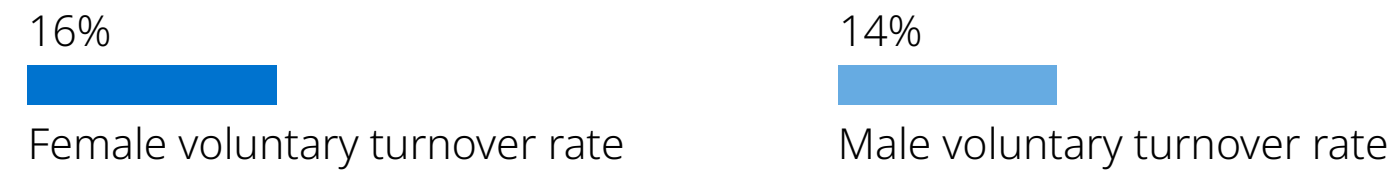


Basis of preparation and notes

1. Percentage here means of total population.

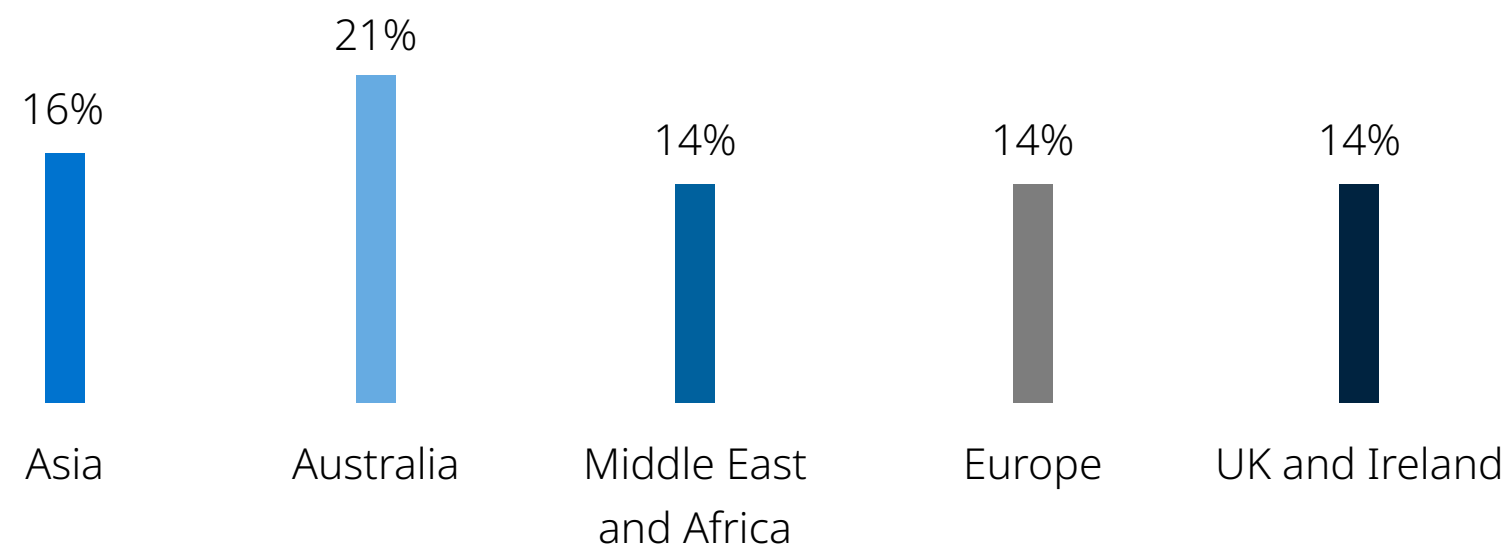
VOLUNTARY TURNOVER BY LEGAL GENDER IN 2022/23

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

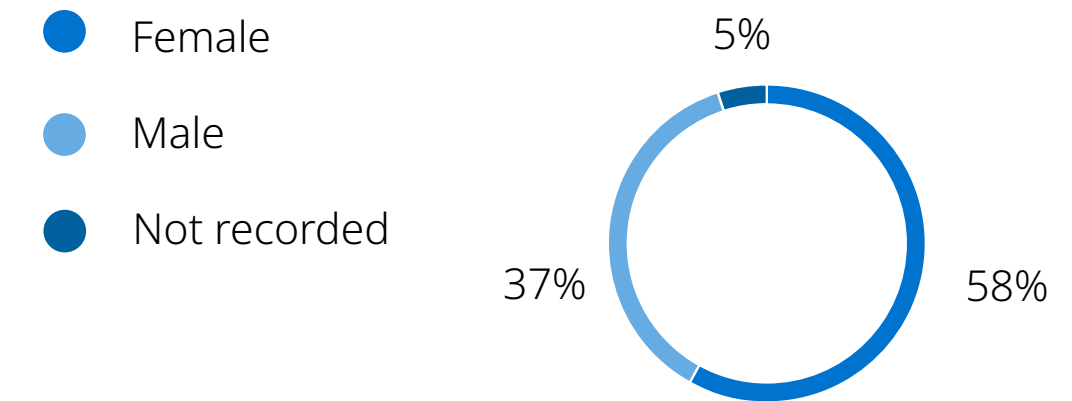
	Number of leavers	Percentage
Female	614	16%
Male	378	14%
Asia	84	16%
Australia	125	21%
Middle East and Africa	42	14%
Europe	423	14%
UK and Ireland	322	14%

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

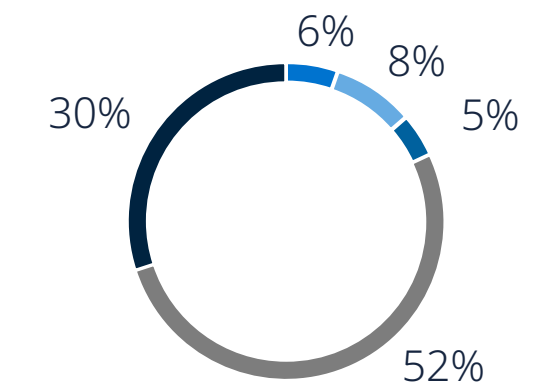
GRI 401-1



NEW HIRES BY REGION IN 2022/23

GRI 401-1

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



NEW HIRES BY LEGAL GENDER AND REGION IN 2022/23

GRI 401-1

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

Basis of preparation and notes

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

Our people

LEADERSHIP DIVERSITY

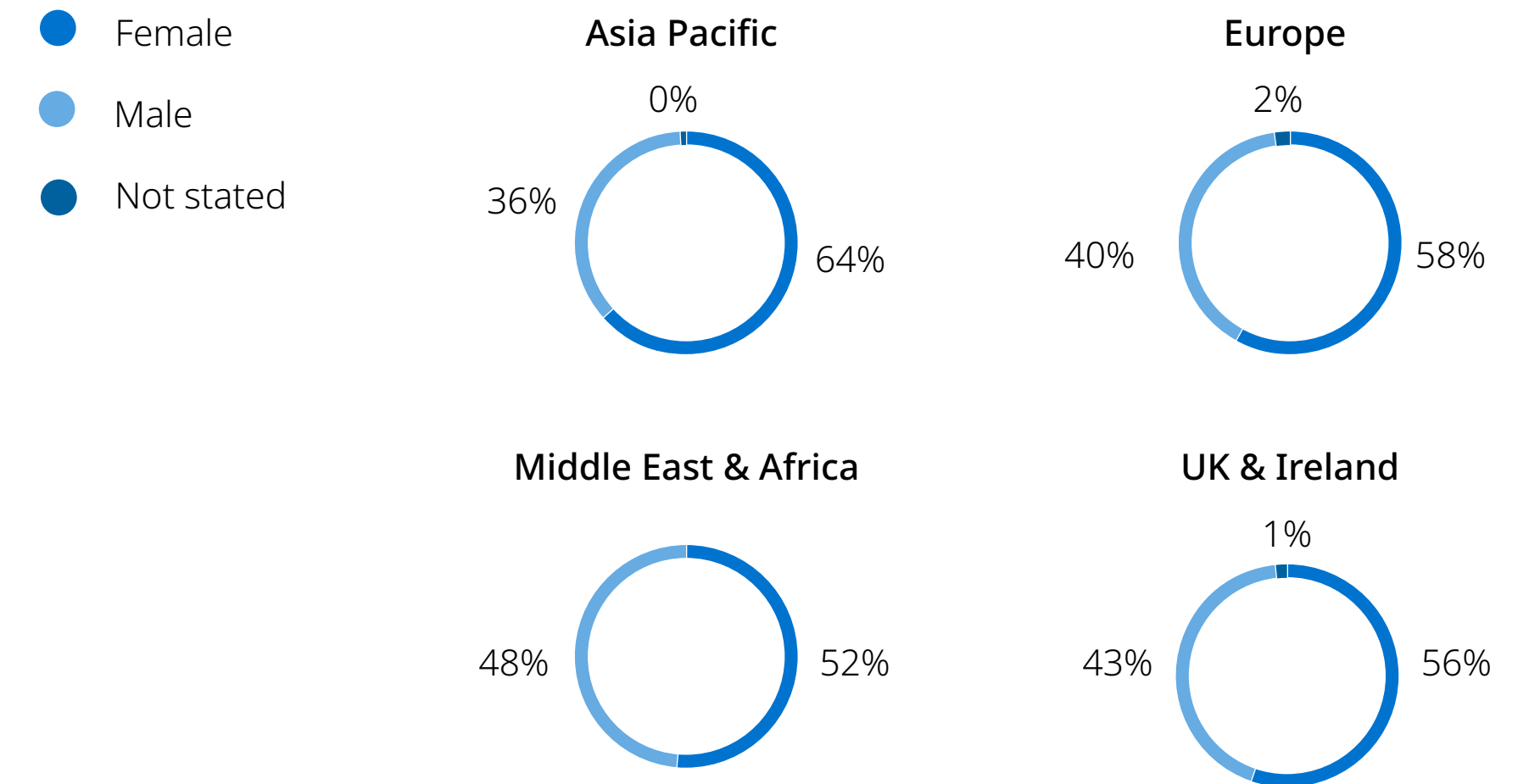
GRI 405-1

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

Basis of preparation and notes

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

LEGAL GENDER DIVERSITY ACROSS OUR REGIONS IN 2022/23



Basis of preparation and notes

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

LEGAL GENDER DIVERSITY ACROSS ROLES

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

Basis of preparation and notes

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

LEGAL GENDER DIVERSITY ACROSS OUR REGIONS IN 2022/23

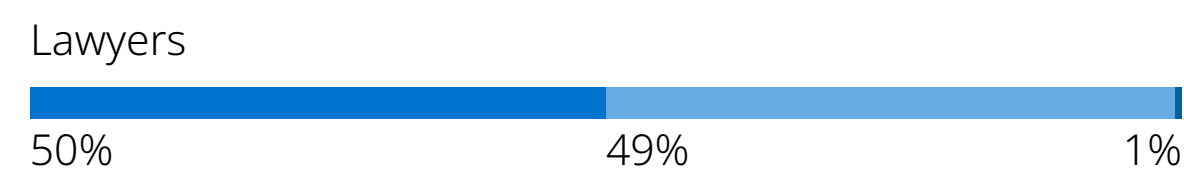
GRI 2-7

● Female ● Male ● Gender not stated

Asia Pacific



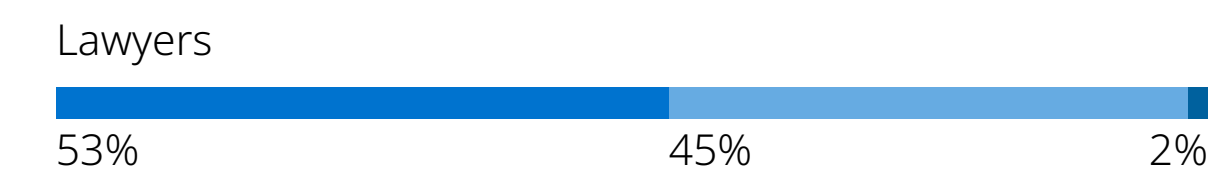
Europe



Middle East & Africa



UK & Ireland



Basis of preparation and notes

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

CAREER PROGRESSION BY 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.									

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.



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