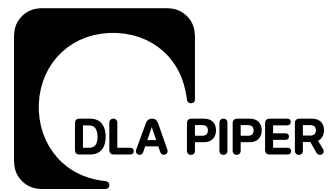




DLA PIPER

Sustainability Report 2020/2021



0.0 Introduction

About this report

Welcome to DLA Piper’s sustainability report.
We’re delighted to share it with you.

This report aims to give our stakeholders an account of how we’re addressing the sustainability and environment, social and governance (S&ESG) issues that are most important to our firm, and to them. It’s for anyone interested in knowing more about our efforts to be a responsible business – in particular, our current colleagues (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 2020 – April 2021.

Read on:

0.1 About us

0.2 Our approach to sustainability

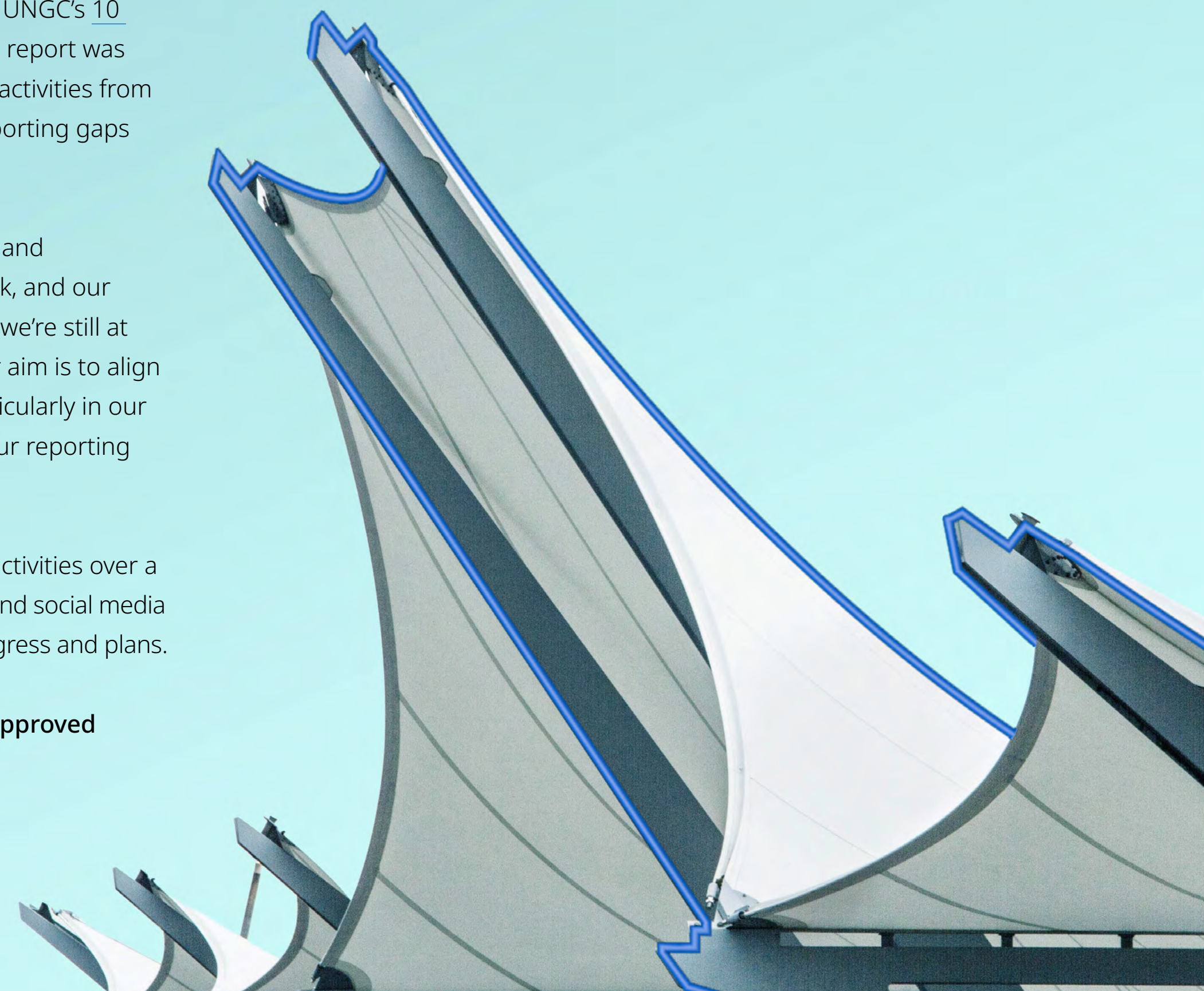
In publishing this report, we’re also fulfilling our commitment to the [United Nations Global Compact \(UNGC\)](#). As a UNGC signatory, we are required to report annually on the progress we’re making in upholding the UNGC’s [10 Principles](#). As our last UNGC Communication on Progress (CoP) report was published in November 2019, this report therefore also covers activities from November 2019 through April 2020, to ensure there are no reporting gaps as we transition to reporting on a financial year timeframe.

DLA Piper has a long history of engagement with sustainability and social issues: for example, through our extensive pro bono work, and our community partnerships and outreach programmes. However, we’re still at the early stages of our sustainability reporting journey, and our aim is to align with best reporting practice. We know that there are gaps, particularly in our coverage of non-environmental topics. We intend to improve our reporting each year as our data gathering matures.

Readers should be aware that this report is a snapshot of our activities over a particular period of time. 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. Please email us at ResponsibleBusiness@dlapiper.com.





Report scope

DLA Piper is a global law firm with representation across the world. This report concentrates on the activities of our offices in Africa, Asia Pacific, Europe and the Middle East (which we refer to as “DLA Piper International”). 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

The basis of preparation of this report takes into account guidance from the [Global Reporting Initiative \(GRI\) Standards](#), the [UNGC Reporting Framework](#), and the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#). Where relevant, we have also reported against applicable Sustainability Accounting Standards Board (SASB) and World Economic Forum (WEF) indicators. [Carbon Intelligence](#) has [provided limited assurance](#) of our greenhouse gas emissions figures against ISO 14064 standard.

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Sustainability milestones

2005	2006	2007	2008–2010	2011	2012	2013–2015	2016–2017	2018	2019	2020	2021	2022
ENVIRONMENT												
		Became globally certified to ISO 14001 DLA Piper CEO Sir Nigel Knowles founded the Legal Sustainability Alliance in the UK	Became a founding member of the Legal Sector Alliance in Australia (2010)		Set our first firm-wide environmental targets			Reduced our electricity use by 18% since 2012 Achieved a nearly 100% recycling rate for paper and other 'office recyclables'	Set new environmental targets to 2025 to reduce carbon footprint by 25%		Set a science-based target to cut carbon emissions by at least 50% by 2030 Became inaugural member of the Net Zero Lawyers Alliance	Will carry out a fuller TCFD assessment and continue to embed climate risks into our governance systems Will develop a strategy for becoming a net-zero firm
PEOPLE AND SOCIETY												
Created New Perimeter as a fully integrated non-profit affiliate	Launched LAW employee network		Donated GBP500,000 to The Prince's Trust (2008)	Became a founding member of PRIME	Launched first Reconciliation Action Plan in Australia Launched global social mobility initiative 'Break Into Law'	Entered into an 8 year global partnership with UNICEF (2013) Led the effort to create the collaborative plan for pro bono in the UK (2014) Appointed first lawyer to a dedicated Business & Human Rights role (2015)	Launched Global Scholarships Programme (2017) Re-launched LGBT+ network as Iris (2017) Launched Head Start UK (2017)	Launched Worksmart flexible working policy Published first Gender Pay Gap report in the UK Launched Head Start in China (2019)	Launched first firmwide engagement survey Launched Health & Wellbeing strategy and formed Steering Committee Formed International Diversity & Inclusion Council Ranked 18 th in Social Mobility Employers Index	Signed the Mindful Business Charter Launched firmwide Employee Assistance Programme Launched PACT and Mosaic employee networks Launched Head Start New Zealand in partnership with Prince's Trust New Zealand	Launched new Diversity & Inclusion goals Launched Head Start in Kenya Appointed as Lead Partner to D&I GC 100 Group	Will chair workstreams in the Cross-Government UK Financial and Professional Services Taskforce on Social Mobility Will launch a skilled volunteering strategy and programme
GOVERNANCE												
DLA Piper formed by a tripartite merger Formed DLA Piper Africa Opened office in Beijing	Established Middle East presence	Created Board-level Global Sustainability Initiative	Opened offices in Abu Dhabi, UAE and Doha, Qatar (2008) Published first global sustainability report as a microsite (2010)	Established Australian practice Moved to all equity partnership structure	Became the first law firm to sign the UN Global Compact Became globally certified to ISO 27001 Created clearer demarcation between Board and Executive via governance review	Opened office in Seoul, South Korea (2013) Simon Levine became DLA Piper's International Managing Partner and Global Co-CEO (2015) Launched DLA Piper New Zealand (2015)	Appointed two new Outside Directors (2016) Established DLA Piper Nordic presence (2016) Opened office in Johannesburg (2016) Added DLA Piper Denmark to Nordic region (2017)	Launched new corporate values and articulated a social purpose of 'making business better' Named Andrew Darwin as Senior Partner, DLA Piper International and Global Co-Chair	Opened DLA Piper Dublin office Carried out Independent Board Evaluation	Established the S&ESG Steering Committee	Appointed one new Outside Director Created new Executive committee role – Managing Director of Sustainability and Resilience Conducted first global materiality assessment Carried out second Independent Board Evaluation	Will refresh Sustainability Strategy based on the results of materiality assessment

Chair’s statement

In the firm’s 2018/19 UNGC report I said that business must step up and show that it is fundamentally a force for positive, sustainable change.

I don’t think anyone expected the sharp culmination of critical sustainability issues that the subsequent 18 months – the period covered by this sustainability report – forced upon us.

The COVID-19 pandemic. The tangible effects of the climate crisis. The social injustice laid bare by Black Lives Matter. These events surely disabused any leaders of the notion that they could somehow dictate the pace of transformation in their business or communities.

Over the last two years, we’ve accelerated our efforts to embed sustainability in everything we do. Our first materiality assessment is well underway; it informed this report and its output will test our sustainability ambition.

Our science-based target has been validated and we’re implementing an innovative programme to deliver it. This includes thoughtful travel, carbon accounting, sustainable procurement and renewable electricity. We’re also conducting an ESG risk assessment across our supply chain, supported by a new cloud-based ESG data management system.

We focused on understanding the needs of and supporting our people, communities, suppliers and clients through the initial shocks of COVID-19, and are making long-term changes based on what we’ve learned.

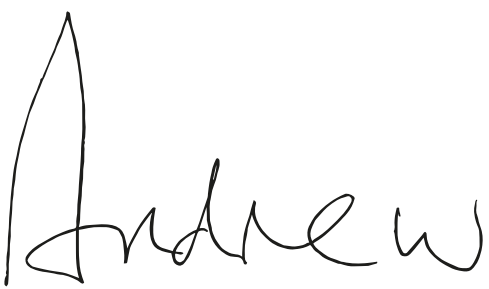
These changes include our improved and more widely available mental health and wellbeing support for our people and more options for agile working. We’re reaching more beneficiaries by taking more of our community support online, including Head Start (our social mobility initiative), our Global Scholarships Programme and our Know Your Rights training for displaced people.

This year, we launched our new diversity strategy and goals, supported by an international engagement campaign. We have a moral obligation to use our resources to promote inclusion and fight prejudice. It is a business imperative and central to being the kind of firm we want to be, and this report sets out our progress, ambition and plans.

In 2020, our lawyers gave almost 230,000 hours of free (pro bono) legal advice to promote the rule of law and increase access to justice, particularly for children and asylum seekers. Our commitment to social justice and unparalleled connection to NGOs and vulnerable groups around the world puts our lawyers at the heart of some of the largest sustainability challenges.

The past 18–24 months have underscored even more than before how important it is for us to work closely together with our stakeholders and partners to deliver a thriving sustainable future. Lead where we can. Support system change when necessary. Collaborate more effectively in our sector. Partner, advise and challenge our clients as they manage their sustainable transition.

Sincerely yours,



Andrew Darwin
Senior Partner & International Board Chair



A year like no other: In conversation with Simon Levine

Our wide-ranging sustainability report covers an 18-month period that has tested us all.

Collectively, COVID-19, Black Lives Matter and the climate crisis show that transformation is at the heart of sustainability. Business is at a crossroads. It cannot isolate itself from the social and environmental transformation engulfing our communities.

This means working with our clients, suppliers and partners to transition to a sustainable future by de-carbonising our value chain and striving to make a positive social impact. We must be fit for a future where success and value are measured not only by profitability, but also our impact on climate and society.

Over the last 18 months, we supported our people through the pandemic with many resources, including a 24/7 online employee assistance programme.

We maintained the incredible scope of our social justice and pro bono work, including supporting the removal of vulnerable people from refugee camps in Samos and working with NGOs to respond to the digital divide in the UK.

We set strong diversity and inclusion goals, such as to ensure at least 30% of our partnership are women by 2030, and at least half of future internal partner promotions come from underrepresented groups.

And with the validation of our science-based target, we've committed to reduce our emissions by at least 50% by 2030. We are also inaugural members of the Net Zero Lawyers Alliance.

Our clients, people, suppliers and partners want us to explain our sustainability vision, goals, progress and challenges set against what we think are our most important impacts. This report aims to do this and is our first full account, informed by the early findings of our first materiality assessment.

We'll continue to measure our performance and assess our impacts using the Ten Principles of the UN Global Compact and the Sustainable Development Goals, and to integrate them into everything we do. We've also aligned this report to the Global Reporting Initiative Standards and other relevant indicators.

Although this fuller report is a refresh of our sustainability disclosure, we know there are gaps. We'll improve our reporting each year, and give updates on our sustainability progress and challenges.

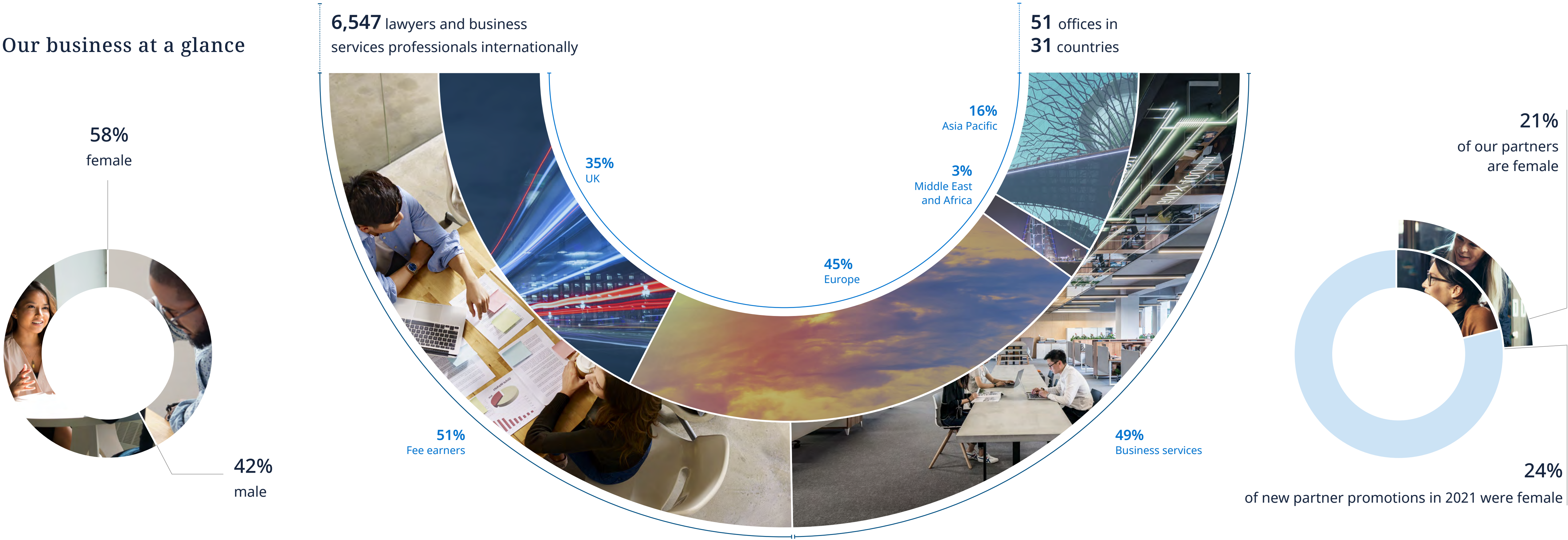


Simon Levine
Global Co-CEO



0.1 About us

Our business at a glance



1,237 new employees hired in 20/21

Our clients include more than half of the Fortune 250 and nearly half of the FTSE 350 or their subsidiaries

Our 20/21 carbon footprint is **12.1 tCO₂e** per employee or partner*

* This calculation includes headcount and emissions from our Brand Integrated Firms, as these offices were included in the scope of our science-based carbon reduction target.

Who we are

DLA Piper is a global law firm with lawyers located in more than 30 countries throughout Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

We strive to be the leading global business law firm and advisor of choice by delivering quality and value to our clients. We achieve this through practical and innovative legal solutions that help our clients succeed. We deliver consistent services across our platform of practices and sectors in all matters we undertake.

Our clients range from multinational, Global 1000, and Fortune 500 enterprises to emerging companies developing industry-leading technologies. They include more than half of the Fortune 250 and nearly half of the FTSE 350 or their subsidiaries. We also advise governments and public sector bodies.

At DLA Piper International, we believe great businesses can make a better world. That's why, every day, we help our clients succeed. Bold thinking and trusting relationships are at the heart of our work, helping clients embrace change and seize opportunities.

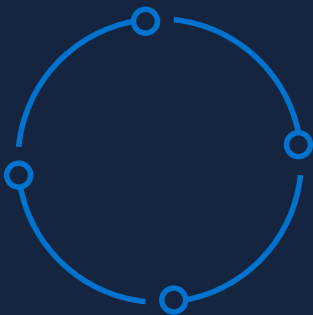
Our values

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:



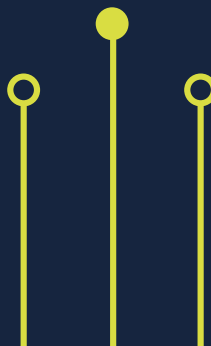
Be supportive

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



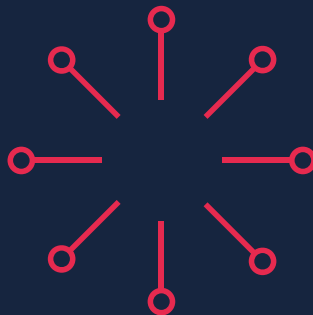
Be collaborative

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



Be bold

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



Be exceptional

We are strategic and driven, exceeding standards and expectations.

Acting with integrity

As a law firm, we aim to lead by example and uphold the trust our clients, business partners and colleagues place in us by striving to act ethically and with integrity in every area of our business. We hold ourselves accountable to high standards of corporate governance. We have a number of policies in place to ensure that we conduct our business in a lawful and ethical manner.

We manage our business in compliance with these policies in addition to our legal and regulatory obligations, and they apply to our people internationally. We also expect our business partners to have similar policies which apply to all dealings with, on behalf of, or involving our firm.

Leadership and governance

We have a robust governance structure, with the DLA Piper International Board overseeing the interests of our stakeholders.

The DLA Piper International Board is supported by our Executive, which is responsible for the day-to-day management of the firm internationally, including decisions about economic, environmental and social issues. We have a S&ESG Steering Committee that oversees the implementation of our S&ESG strategy, reporting directly to the CEO and Executive.

For more about our governance structure, see [6.0 Leadership and governance](#).

Conduct and ethics

We have a number of policies in place relating to our conduct and ethics, helping ensure that we act with integrity and accountability in all our business dealings and relationships, in compliance with all applicable legal and regulatory requirements. The Executive, and ultimately the Board, oversees the implementation of and compliance with our policies.

All our colleagues are required to undergo general ethics training, including as part of the induction process for new joiners. We also provide professional conduct and ethics training tailored to specific roles and responsibilities where needed.

Preventing bribery and corruption

We will not directly or indirectly engage in bribery or corruption in any form and have a zero-tolerance approach to breach, whether it involves private individuals or public officials. We will never accept, solicit, agree to receive, promise, offer or give a bribe, facilitation payment, kickback or other improper payment. We have an anti-bribery and corruption policy setting out our standards and expectations in this area.

Raising concerns

We aim to ensure that anyone who wishes to make a complaint or raise a concern about wrongdoing at DLA Piper can do so quickly, safely and in confidence.

Our policy and procedure for raising concerns is set out in our internal whistleblowing policy and whistleblowing procedure guidance document. Colleagues can contact either our General Counsel Kate Salter or our Global Co-Chair Andrew Darwin, following the procedure outlined in the guidance.

We are currently procuring a new, externally supported whistleblowing service designed to meet the requirements of the EU Whistleblower Protection Directive.

Tax

Our approach to managing our tax affairs is consistent with our overall high standards of governance.

We structure our operations and processes to ensure regulatory compliance, and we support this with a programme of internal independent review. We meet our statutory obligations, including publishing our tax strategy and engage in open dialogue with the relevant tax authorities in all our jurisdictions.

The Board approves our [tax strategy](#), with support and guidance from our tax committee, which is a subgroup of the audit committee.

Information security and data privacy

We are entrusted with highly sensitive and confidential information every day. Keeping this information safe and secure is a critical priority for us.

We have information security policies in place covering every stage of the information lifecycle, from creation and use to distribution and disposal. These policies apply to everyone who creates, distributes, accesses or manages information through the firm's business and personal computers and business or personal mobile devices. In addition, all our colleagues are required to undergo training in information security awareness.

We are certified in ISO 27001 and Cyber Essentials Plus. We align our Risk Framework to ISO 31000 for ERM and ISO27005 for information security risk management. We also use other good practice frameworks such as NIST, CIS, CSA and ISF.

Our in-house privacy team is responsible for advising the business on data privacy and ensuring we meet our legal obligations. Comprised of qualified lawyers and reporting to our General Counsel, the team is supported by a network of Privacy Partners in each of the jurisdictions where we operate, who advise on local law requirements where needed.

We view privacy compliance as a Board level issue. The privacy team regularly reports to our Executive and Board about ongoing activities and data privacy related risks.

Our [privacy policy](#) sets out how we handle and treat personal data processed by us. Our internal privacy policy sets out the obligations of our people to ensure that that personal data is processed fairly and securely.

We require our business partners to apply the same high standards to the processing of personal data and all third parties must undergo an information security and privacy assessment before we work with them. Data privacy training is mandatory for all our colleagues.



0.2 Our approach to sustainability

The role of professional services firms in sustainability

The world is changing – and the role of professional business advisors is changing with it. By evolving their relationships with clients, firms have a unique opportunity to support the transition to a more sustainable future.

DLA Piper is committed to making businesses better by helping clients and communities transition to and thrive in a more sustainable future.

1/5 of the world's largest companies have committed to a net zero target, as of March 2021

>50 global CEOs, leaders, and policy makers signed a joint statement in 2020 in favour of transitioning to a circular economy

72% of companies mention the Sustainable Development Goals in their reporting (Source: PWC)

64% of respondents to a PRI survey said that COVID-19 has brought social issues onto their radar, including worker health and safety, social safety nets, responsible purchasing, diversity, and privacy, amongst others

Global ESG assets are on track to exceed **\$53 trillion** by 2025, more than one third of \$140.5 trillion in projected total assets under management

The green recovery

As we begin to look to a future beyond the COVID-19 pandemic, global attention is turning to a sustainable recovery. In a world facing a climate and biodiversity emergency and growing inequality and unrest, it’s vital that we build back better, ensuring we can make the transition to a sustainable and socially just future.

This transition demands a rethink of how value and growth is defined and created. Companies increasingly understand that their long-term value depends upon their social value, how they respond and contribute to social justice, economic inclusivity and whether they are environmentally regenerative. How can providers of professional services contribute to this transition? And what is the role of the lawyer in this new world?

*“It’s about what we as a firm stand for.
It’s not just about maximising profit.”*

DLA Piper colleague

The role of lawyers

For any business, the first step towards contributing to sustainability is understanding and then managing its most important social and environmental impacts. For law firms, impacts could range from the carbon emissions produced by business travel, to the social impacts of their recruitment and talent development practices to how they help their clients transition to a low carbon economy. Lawyers have an opportunity to use their expertise to make a positive impact on sustainability in distinct ways, such as through pro bono and social justice work to widen access to legal services among disadvantaged communities (see **Our society for an overview of our pro bono work**). We recently gained insights into our own material impacts and sustainability priorities through a materiality assessment, carried out in 2021. **You can read more about this on [page 19](#).**

All these impacts are important. But the area where law firms have the most significant impact on sustainability – and where they have the biggest opportunity to make a positive difference – is in their relationships with clients.

DLA Piper was one of 170 companies calling on EU leaders to reduce domestic greenhouse gas emissions by at least 55% by 2030. In June 2020 we signed a letter calling on the UK Prime Minister to create a socially just and green recovery from the COVID-19 pandemic.



The challenges clients face

To see why client work is so central to the contribution law firms can make to sustainability, it’s important to understand the changing regulatory world in which businesses currently operate.

As government, investor and consumer focus on the social and environmental impacts of businesses has sharpened, environmental, social and governance (ESG) regulation and standard-setting has evolved rapidly. Many central banks, regulation authorities and stock exchanges are setting ESG-related listing requirements.

More stringent disclosure standards have also been introduced, such as those set by the Task Force on Climate-related Financial Disclosures (TCFD). Policymakers have started to get ahead of the curve, as shown by the UK chancellor recently mandating TCFD disclosures. The pandemic is accelerating ESG regulation, with governments looking to incentivise a sustainable recovery.

This means that businesses are facing two related challenges. On the one hand, to secure their social licence to operate, they must demonstrate a commitment to creating long-term, sustainable value, aligning their strategies with social purpose. On the other, they must navigate a complex and rapidly evolving landscape of ESG regulations and standards around transparency and disclosure. Law firms are uniquely positioned to help companies address both of these challenges.

Helping clients create sustainable value

Lawyers have always played an important role in managing social, ethical and environmental issues for organisations. However, as the corporate focus on sustainability has intensified in recent years, so too has the involvement of lawyers. Legal teams are no longer just reacting to ESG issues but becoming involved proactively in integrating material ESG risks and opportunities in companies’ policies and strategies. Lawyers are helping clients deliver their sustainability goals in a number of key ways:

Through this support, lawyers are playing an important role in managing companies’ ESG risks and helping them develop strategies that align with sustainability. In this way, they can make an important contribution to the green recovery, and to sustainability in a broader sense.

“We must demonstrate to clients the market expectations on sustainability.”
DLA Piper colleague



Strategy and decision-making



Horizon-scanning



Transparency and disclosure



Policies and procedures



Grievance procedures



Managing indirect impacts



Crisis management

A mission-critical issue

For law firms, providing a strong ESG offer to clients isn't just the right thing to do – it's a mission-critical issue. Companies increasingly expect lawyers to proactively support them in managing ESG risks and will choose law firms based on their track record of doing this. Engaging with these issues is therefore no longer a choice for law firms, but a business necessity. A sustainability strategy that is separate to the business strategy no longer makes sense; ESG performance delivers value and authenticity and as such sustainability is no longer a separate service for law firms, but core to their offer.

A credible sustainability partner

We provide training to all our lawyers on ESG issues, so they can continue to be trusted advisors to our clients and apply a sustainability lens to their day-to-day client work. Our sector-led approach to S&ESG helps us better serve our clients by navigating them through the complexity of ESG issues and ensuring they focus on the material issues in their sector.

You can read more about our approach to S&ESG client work in the [Our clients](#) section.

“Sustainability must be part of our decision-making and investment discussions. Progress must be real, tangible and measurable.”
DLA Piper colleague

To act as a sustainability partner to our clients, we know we first need to lead by example. The credibility of our legal advice depends on us demonstrating real progress on our own sustainability journey. We've recently signed up to the Business Ambition for 1.5°C campaign and have had our science-based target validated by the Science-based Targets initiative. We're also currently enhancing the risk assessment and management of our value chain, based on the findings of our global materiality assessment. This report gives more details about all these topics, along with the other actions we're taking to manage our impacts.

Where we go from here

At DLA Piper our aim is to support our clients on their social and environmental transition and for professional services one of the biggest sustainability challenges is to understand and assess how their work contributes towards this. Different sectors and geographies face very different sustainability challenges and our aim is to provide clients with a clear understanding of how, by working with DLA Piper, we are enabling them to take climate action or make progress on diversity or business and human rights.

For the time being, one thing is certain. The legal sector is on a sustainability journey, and there's no turning back. Here at DLA Piper, we're excited about the opportunities ahead.

Our S&ESG strategy and material issues

The sustainability strategy and priorities covered in this report are based on a continuous informal process of stakeholder engagement that we have been conducting for many years. This engagement has given us a solid understanding of the broad areas we need to focus on, both from an internal and external perspective, as well as more specific issues within these areas (such as diversity and inclusion and climate impact).

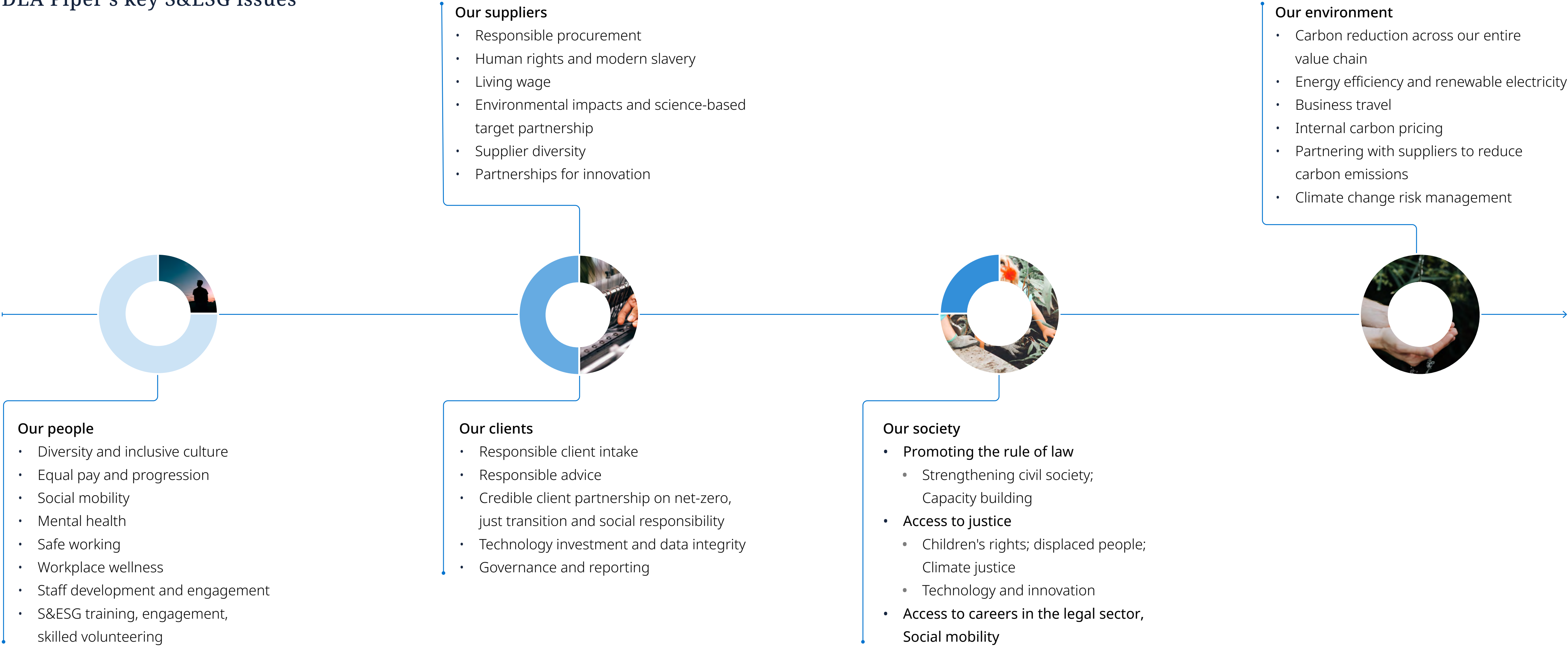
Our S&ESG strategy focuses on four areas – Our people, Our clients and Suppliers, Our environment, and Our society. Within each of these focus areas, we have further defined specific issue areas that we see as priorities for our business to address. The structure of this report is based on these focus areas.

Like many of our peers, we are at different stages of maturity in addressing these material issues. For some, such as climate action and diversity and inclusion, we already have ambitious time-bound and measurable targets, while in other areas we are still working to assess our current performance and define our desired level of ambition.

To close this maturity gap, we're working to develop a better data baseline for our current performance so we can be more intentional about our desired impact and set meaningful targets. This will involve reporting on our performance more consistently and in a way that's more closely aligned to best practice, as well as improving our governance and management systems so we can achieve better results.

You can read in more detail about our approach, goals and actions, and plans for each of these issue areas in this report.

DLA Piper’s key S&ESG issues



2021 MATERIALITY ASSESSMENT

To sharpen our understanding of our strategic sustainability priorities and to understand whether we have any blind spots, we launched a global formal double-materiality assessment in 2021. Although the assessment is expected to conclude in Autumn 2021, its preliminary findings have already informed our existing S&ESG strategy, as well as the content of this report.

Our materiality assessment involved the following:

- **Sectoral analysis** of the environmental, social and governance topics that may be relevant to our firm, resulting in a longlist of 17 issues that are potentially material to us.
- **External stakeholder engagement** to explore how our management of these 17 topics potentially both affects society and environment and impacts our business performance in the short and long term. This includes 30 interviews across our commercial and pro bono clients, suppliers, insurers and pension advisors, and our strategic business partners. We also interviewed key thought leaders and influential organisations working at the cross-section of law and S&ESG.

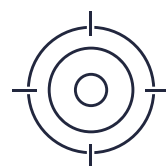
- **Internal stakeholder engagement** through an employee-wide survey across all our offices, 12 focus groups and a dozen in-depth interviews across the firm’s geographies and functions, representing all levels including leadership and newly qualified lawyers, operations teams and employee networks, new partners, and practice and sector leads.
- **Leadership workshops** will be the final stage of the assessment to review the results, agree a final order of prioritisation of the firm’s most important S&ESG issues, and determine gaps, ambition and actions in each of our priority areas.

Our assessment is being supported by our external sustainability advisor, ERM. This helped us ensure we are using a rigorous, best-practice methodology, and allowed for anonymity and confidentiality during the stakeholder engagement process.

We plan to publish the details of our materiality assessment process and final results once they are ready. We expect that next year’s Sustainability Report will be based on the results of the assessment.



Our approach to sustainable business



We focus on our most material issues

We are conducting our first materiality assessment to understand and refresh our most material S&ESG issues. This will allow us to focus on areas where we can have the most meaningful impact, both for society and for our firm.



We are data and evidence-driven

We understand that to make change happen within and outside of our firm we must be clear about where we currently are, what we want to change, and how we can get there. This means we invest in data gathering and analysis, we set targets, we actively look outside of ourselves to learn from others, and we continually re-evaluate and improve.



We listen and strive for 2-way stakeholder dialogue

We continuously listen to our stakeholders and take their feedback on board, even when this leads to difficult conversations. Stakeholder feedback is reflected in our policies and practices, how we view our challenges and how we address them.



We are transparent and honest

We are honest with ourselves and others about where we are on the sustainability journey and the challenges we experience. We report against our targets internally through clear lines of accountability, and externally following latest leading practice. This allows us to have honest conversations internally, as well as with our peers and partners, and to collectively develop solutions to big problems.



We strive to lead

We are interested in innovating and pushing boundaries, both within our sector and beyond. In order to do this we embrace collaboration with our sector and our clients, and advocate for what matters to us.



Our ultimate aim

We strive to integrate sustainability and responsibility into the fabric of our firm, so that it is embedded into everything we do, both operationally and into all the services we provide to our clients.

Supporting the UN’s Sustainable Development Goals

We fully support the UN’s [Agenda 2030](#) and Sustainable Development Goals (SDGs). We strongly believe that business has a key role to play in achieving the SDGs, alongside other stakeholders.

Much of our work supports the attainment of the SDGs. For example:

- Our pro bono strategy supports
 - **SDG 5** on gender equality, by working towards target 5.2 – eliminating all forms of violence against all women and girls in the public and private spheres, including trafficking and other types of exploitation.
 - **SDG 10** on reduced inequalities, by working towards target 10.7 – facilitating orderly, safe, regular and responsible migration and mobility of people.
 - **SDG 16** on peace justice and strong institutions, by working towards target 16.3 – promoting the rule of law at the national and international levels and ensuring equal access to justice for all. Our Global Scholarships Programme also supports this target by building capacity and promoting the rule of law.
- Our operational science-based climate action strategy supports **SDG 13** on climate action, by working towards target 13.3 – improving education, awareness raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

- Our demonstrated commitment to partnerships supports **SDG 17** on partnerships for the goals, by working towards target 17.17 on encouraging and promoting effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- Our social mobility and equity of opportunity work supports **SDG 10** on reduced inequalities, by working towards target 10.3 – ensuring equal opportunity and reduced inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions.

These are only a few examples of how our firm’s working to achieve the SDGs. For a fuller picture, [please see our SDG reference table in the back of this report](#).

We believe that simply mapping our work to the SDGs doesn’t help us or our stakeholders understand how we are making a meaningful contribution to their achievement. For this reason, we are currently working to understand how our work contributes to the SDGs at the specific target and indicator levels, and how we can better measure this. Some of our initial findings are included in the SDG reference table at the back of this report.

Over the coming year we plan to take this work further by refreshing our understanding of which SDGs that are most material to our firm. We will also put in place systems to measure our progress towards contributing to the achievement of specific targets. By doing so, we’ll be able to better understand how we could be doing more to support the transition to a sustainable future.



Responding to COVID-19

From early 2020 onwards, the COVID-19 pandemic has had a profound impact around the world. During this challenging time, we’ve been focusing on providing stability and support to our people, clients, suppliers and communities.

Supporting our people

As lockdowns were introduced across our territories, remote working became the new normal for most of our colleagues. We made sure our people had access to the technology they needed to make this transition as smooth as possible, ensuring a seamless service for our clients. We also provided support to help them cope with the health and wellbeing challenges of working from home.

“COVID-19 raised awareness and sparked conversations about inequality across the world. We’ve learned so much about ourselves during this time, and it’s highlighted the importance of treating all our people as individuals, with lives and ambitions beyond their work.”

Clementine Johnson, Head of Social Impact, in London

To ensure our colleagues could continue to learn and grow, many of our people management processes (such as performance reviews and recruitment) were adapted to run online, along with our international development programmes. Our onboarding programmes for new recruits were also rebuilt as digital offerings.

Supporting our colleagues’ mental health was a priority during lockdown, and we launched a range of initiatives to ensure this happened. This included our international Employee Assistance Programme, which gave people advice on looking after their wellbeing and how to reach out for help when needed. We also launched a programme to give everyone practical techniques for dealing with the uncertainty and psychological challenges caused by the pandemic, as well as regular surveys to keep track of our colleagues’ health and wellbeing during lockdown. **For more about these initiatives, see [page 40](#).**

To make it easier for colleagues to navigate the practical challenges of lockdown, we introduced options for temporary reductions in working hours and sabbaticals, giving colleagues greater flexibility and control over how they managed their time. We also implemented our WorkSmart+ policy across the firm, allowing people to work remotely for up to two days per week when they return to office working.

Many of our people went above and beyond to support each other and deliver for our clients in truly testing circumstances. To recognise and celebrate their efforts, we launched our international Lockdown Legends awards in December 2020 (**[see page 57](#)**).

Supporting our clients

To help our clients cope with the disruption and changes caused by COVID-19, we created our Coronavirus Resource Center – an information hub on our website for all content relating to the pandemic. Many resources focused on triage issues related to the immediate effects of lockdown. We also held many sector-specific webinars to help clients understand and cope with the effects of the pandemic. For example, we ran a global employment issues webinar with over 1,000 attendees, and a webinar on the impact of COVID-19 on sports.

Later, as countries started coming out of lockdown, we launched our Up Again campaign, supporting clients on the challenges related to opening back up for business.

To support with longer-term planning and solutions, we’ve used scenario planning to understand and provide insights on what COVID-19 means in the longer term for our clients and their sectors.

Supporting our communities

As part of our commitment to improving social mobility, we run a range of outreach programmes designed to break down social and economic barriers to quality education and professional development. Aimed at young people at school or university, these programmes are run in partnership with schools, community groups and charities. When the pandemic hit, we adapted these programmes so our partners and beneficiaries could continue to receive support.

For example, at the start of the first lockdown in the UK, we surveyed students of our Head Start UK programme to understand their situation and identify their needs. Following the survey, we made sure every Head Start student had access to technology and IT services, developed bespoke online learning material and provided a range of mental and physical wellbeing resources through a dedicated online platform.

“Life became uncertain when the pandemic began. But as a Global Scholarships Programme Fellow, I received constant support and guidance to ensure that I wasn’t disadvantaged.”

Fatoumatta, Global Scholarships Programme (GSP) Fellow, in The Gambia

We also adapted our Global Scholarships Programme for talented law students in developing countries. This included providing an additional third year of support for our 2019 Fellows (who were not recruited in 2020 because of restricted travel and university closures), and setting up a critical support fund for additional costs related to Fellows’ living and education needs.

With schools switching to online learning during lockdown, households without access to home computers and other digital devices were at risk of falling behind. To help ensure that young people had access to the technology they needed, we organised hardware donation drives in the UK and Italy to provide families with reconditioned laptops, tablets and mobile phones.

Fundraising and corporate donation was another important part of our community relief efforts. During the early stages of the pandemic, we launched an Asia-wide fundraising campaign in aid of Hubei Hospitals. All funds were donated to the Red Cross in China, one of the few charities committed to working in the quarantine zone at the time. In Italy, we raised EUR100,000 through the GoFundMe platform to provide much needed resources to hospitals. **For more about our support for communities, see [Our society section on page 71](#).**

Supporting our suppliers

The closure of offices during lockdown had a significant impact on many of our suppliers’ businesses, particularly those who provide services such as office catering. We worked closely with each of our suppliers to understand their needs and plan how best to support them during this time. This included furloughing staff, as well as maintaining some key services (such as building maintenance) to ensure offices were ready to reopen once lockdown restrictions lifted.

Looking forward

Adapting to COVID-19 has taught us valuable lessons that we will use to improve our ways of working and enhance our outreach programmes beyond the pandemic.

For example, the wellbeing surveys we carried out in 2020 have become the foundation of a permanent programme of engagement surveys, which we intend to run from 2021 onwards. We will also continue to work more flexibly than before. Meanwhile the pandemic has rapidly accelerated the digitalisation of our business, bringing benefits to our people in terms of productivity and working flexibility and enhancing our client offer.

The experience of delivering online outreach sessions has allowed us to accelerate our plans to expand outreach to areas beyond our office locations. At the same time, the new focus on online learning has enabled us to increase the support we provide. For example, our Head Start programme now includes additional online sessions on areas such as building confidence and interview coaching.

In November 2021, we will publish a report that assesses the impact of COVID-19 on social mobility and make recommendations on how to mitigate potential issues for young people, in particular law students and graduates.

For more about our response to the pandemic and our support for our people and communities during lockdown, see [Our people section \(page 25\)](#) and [Our society section \(page 71\)](#).



1.0 Our people

We're a team of more than 6,500 lawyers and business services professionals in more than 30 countries around the world. Our people reflect the diversity of our clients and the many communities and markets where we work. We're committed to building a culture where all our people can thrive.

6,547 lawyers and business services professionals internationally

51% fee earners
49% business services

58% female
42% male

35% UK
45% Europe
3% Middle East and Africa
16% Asia Pacific

Lawyer: 52% female, 48% male
Trainee: 59% female, 41% male
Paralegal: 67% female, 33% male
Business services professional: 62% female, 38% male
21% of our partners are female
24% of new partner promotions in 2021 were female

1,237 new employees hired in 20/21

- Read on:**
- 1.1 Diversity and inclusion
 - 1.2 Health, safety and wellbeing
 - 1.3 Learning and development
 - 1.4 Employee engagement

1.1 Diversity and inclusion

With offices worldwide, understanding, valuing and incorporating difference is woven into our culture. Like most law firms, we are not yet where we’d like to be and are working to improve our performance. This year we launched our diversity strategy and goals, together with an international engagement campaign.

Our goals

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

At least half

of all future internal partner promotions to come from underrepresented groups from now on.

Ensure our Business Services population remains inclusive and representative through monitoring and targeted recruitment.

*“Diversity is our most important issue.
Equity of progression is vital.”*

DLA Piper colleague

“I felt different from a very young age. If I wasn’t the poorest kid in the group, I was being made fun of for my hair, or for being Muslim. As I grew up, I became the queer person in the room, the coloured person in the room, or the only woman in the room. For the longest time, I thought these were things that held me back. It took me many years to realise that these are the things that give me power.”

Waseeqah Makadam, Director,
Litigation & Regulatory in Johannesburg

Why it matters

As an international law firm spanning over 30 countries, valuing difference is part of who we are as a business.

We know from experience that a workforce representing many voices and experiences – one that reflects the diversity of our clients and communities – is better equipped to deliver an exceptional service for our clients. Showing a genuine commitment to D&I is also crucial to being a credible leader, and an attractive employer.

But for us, ensuring D&I is embedded in our culture is about far more than our success as a business. It’s about being the kind of firm we want to be. Put simply, we do this because it’s the right thing to do: for our people, our clients and our communities.

The murder of George Floyd in May 2020 was a stark reminder that racism still permeates our society. We know we need to do more to confront the discrimination and prejudice that our black and ethnic minority colleagues face every day, both in and out of work. By listening and learning from our colleagues, we can understand more about their lived experiences, break down barriers to opportunity, and play our part in building a more supportive and inclusive culture for all of us.

With the Black Lives Matter movement continuing to shine a spotlight on racial injustice, and the COVID-19 pandemic exacerbating social and gender inequality, it’s more important than ever that we listen to diverse voices, learn lessons where necessary, and improve diversity and inclusion in the workplace.

WHAT WE MEAN BY “DIVERSITY”

There are a wide range of groups considered to be underrepresented in the legal sector. We aim to promote balanced representation and diversity across many different social categories, including (but not limited to):

- cultural heritage and ethnicity
- gender and identity
- disability and neurodiversity
- socioeconomic background
- sexual orientation
- part-time working

We recognise that many of these categories overlap and are interdependent. Our approach to D&I takes this intersectionality into account.



What we’re doing

At DLA Piper, we know there are areas where our business lacks diversity, particularly at partnership level. Today, just 21% of our International firm’s partners are women. We can do better, and we’ve made D&I a strategic priority across our business, ensuring that DLA Piper is a place where difference is valued, and people of all backgrounds have a fair opportunity to succeed.

Launching our international D&I strategy

In March this year, we took a big step forward with the launch of our firmwide D&I strategy and goals (see next page).

The new strategy is the result of a year-long planning process. It was developed in consultation with a wide range of stakeholders, including our executive team and Board, international group heads, partners and our employee networks. The goals were set using internal and sector benchmarks.

Our strategy is guided by three core principles:

- 1. **People:** whoever you are, wherever you are from, wherever you join, and however long you stay, by joining our firm, you join our family.
- 2. **Processes:** we aim to create level playing fields through consistent review of our people systems and processes, reducing bias and creating fair opportunities for all to thrive.
- 3. **Purpose:** we strive to build diverse and talented teams and collaborate with our clients and strive to reflect the communities in which we work.

The strategy also includes a governance structure for D&I. Our International D&I Council oversees our strategic direction. Led by our CEO Simon Levine, the Council is made up of a range of senior leaders from across our International firm, and is fed into by APAC and EMEA regional D&I committees. Our people networks also play an integral role in our D&I governance structure (see right).

DIVERSITY AND INCLUSION GOVERNANCE

Our International D&I Council is responsible for governance and management of D&I as a strategic business imperative. The council reports directly to the Executive and the Board, where D&I is a standing agenda item.

The council is chaired by our CEO, Simon Levine, and supported locally by two regional D&I Committees in Asia Pacific and EMEA. These groups connect and share ideas across countries and drive change in each region. They each meet up to three times a year to review D&I data and progress, and hold the business to account. The Chair of each of the regional committees acts as the link between the regional committee and the council by sitting on the council and ensuring two-way communication. Partner sponsors of each of the firm’s Employee Networks are also invited to council meetings to provide updates.

The council membership includes partner sponsors from each of the employee networks, who share updates on their activities at each meeting. Members have a two-year tenure.

Recent discussions have covered topics such as setting D&I Goals, our response to anti-racism protests, country plans and establishing employee networks internationally.



DLA Piper’s D&I Strategy



To create a firmwide, inclusive culture where our people thrive and our clients recognise us as best in class

Diversity and inclusion is a business imperative. It allows our business, and our people, to thrive, future-proofs our talent pipeline and satisfies growing client and external expectations.



International D&I Council

D&I Committee EMEA

Our Networks

D&I Committee APAC

CULTURE AND ENGAGEMENT

- Culture and Engagement
- Networks
- Campaign
- Engagement Surveys
- Worksmart+

LEARNING

- Learning
- Anti-racism
- Refreshed learning resources

EMPLOYEE LIFECYCLE

- Employee Lifecycle
- Embedded principles
- Elevate
- Accelerated development programme

STRATEGY AND PLANNING

- Strategy and Planning
- Data and Reporting
- Goals
- Governance and Direction
- Local Delivery

CLIENTS AND COMMUNITIES

- Clients and Communities
- Client requests
- Collaboration
- Responsible Business
- Procurement

How we'll achieve our goals

We have engaged with leaders across the firm on the importance of looking at the employee lifecycle through a D&I lens and established seven enablers to help us reach our goals:

- **Leadership leading:** Ensuring our D&I goals are ‘owned’ by the Executive, Board and International Group Heads, yet communicating clearly that responsibility for achieving them sits with both Practice Group Leaders and Country Managing Partners, along with the wider Partnership.
- **Revisiting the Partner Proposition:** Assessing the Partnership proposition and making changes to make it equally attractive for men and women.
- **Building on our inclusive culture:** Ensuring the principles of inclusive leadership are at the heart of our D&I strategy and the way we develop our people at all levels of the firm.
- **Establishing targeted interventions:** Working with International Group Heads to build a sustainable sponsorship programme, targeted at high potential senior women, and other underrepresented groups, which both supports and drives progression to Partnership.

- **Adopting the proportionality principle:** Making it clear to our leaders and HR teams, that movement and opportunity should seek to be offered proportionately to the population of staff at DLA Piper and applied across all key stages of the employee lifecycle, such as promotions and year-end ratings.
- **Recruitment as an additive:** Ensuring we do not regress on equality gains due to recruitment, so that recruitment becomes an additive to our goals as opposed to a dilutive.
- **Retention becoming a business critical issue:** Placing a focus on retention of existing talent – by building out engagement programmes and more nuanced approaches to exit interviews – and making clear that retention is critical to achieving our goals.

We hope that as these enablers become better understood and applied across our firm, that our clients will reap the positive and inclusive impact they were designed to achieve.

“D&I is not just about numbers, it is an investment process over years, in people and groups. We need a diverse community to implement this too. The most diverse teams are the most successful.”

DLA Piper colleague

“For years I never really thought about the barriers that I have had to jump in my career, this was my norm. It’s only as D&I has become a critical business topic that I have really reflected on what I have achieved irrespective of the disadvantages that I have faced based upon socio-economic background, ethnicity and gender. It has been great to see DLA Piper recognise those barriers and I am proud to be part of a firm that is committed to effect change through a variety of initiatives – such as Mosaic, LAW, IRIS and Elevate – and wants to ensure that our future rising stars are provided with the support and platform to develop irrespective of race, gender, sexual orientation and socio-economic background.”

Christina Sharma, Legal Director,
Litigation & Regulatory in Liverpool

Achieving our D&I goals

Three focus areas:



1. Communications and engagement

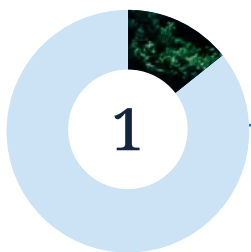


2. Data and reporting

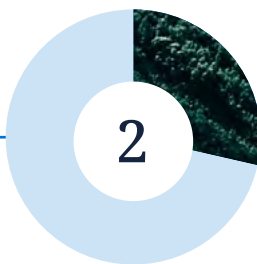


3. Consequences

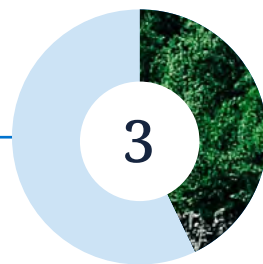
Seven critical enablers:



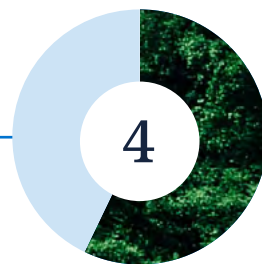
Leadership to lead



Revisit partner proposition



Build on our inclusive culture



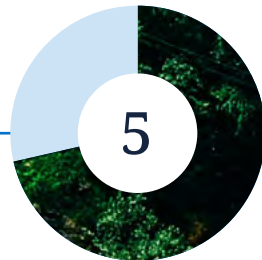
Establish targeted L&D interventions



Retention becomes a critical issue to be managed



Recruitment is an additive



Apply the proportionality principle to talent management

Engaging our colleagues

Realising our vision for D&I depends on engagement. It’s critical that every colleague within our firm understands what our plans and goals mean for them, and feels motivated to play their part.

In 2021, following the launch of our D&I strategy, we launched One Voice Made of Many – a campaign to communicate our D&I goals and ambitions. The campaign goes beyond targets and performance metrics, celebrating the diversity of people in our firm by showcasing personal stories of colleagues.

You can watch some of the stories [here](#).

Through learning materials, the campaign also encourages our people to become better and more visible allies to colleagues from underrepresented backgrounds.

Improving workplace gender balance

We have taken a number of steps to improve gender balance in our firm, particularly at senior levels.

This includes ensuring that gender balance considerations are an integral part of our employee recruitment and development practices. We now apply gender-balance principles across the full employee lifecycle, considering

gender proportions and striving to ensure balance at every stage from recruitment and onboarding to talent identification and succession planning.

Ensuring pay equality is a key part of our approach to improving gender balance. We carry out annual audits and benchmarking to reduce pay disparity for women and other underrepresented groups. We’ve also adjusted bonus targets to avoid excessively high hours targets, which tend to reward men more than women.

We ensure promotions are inclusive, transparent and proportionate by publishing clear promotion criteria.

Sponsorship and leadership role-modelling also plays an important role in improving diversity in our senior teams. In 2020, we launched our Elevate sponsorship programme to support female colleagues and others from underrepresented groups. The programme matches talented individuals with influential sponsors, helping them improve their networks and develop the skills they need to further their careers. The programme also supports colleagues on the cusp of partnership by matching them with senior leaders to guide them and advocate for them.

You can read our latest UK gender pay gap reports on our [website](#).



CASE STUDY:

Murder of George Floyd: Learning the lessons

The murder of George Floyd by a US police officer in May 2020 was a horrific and distressing reminder of the systemic racism faced by black people around the world. That murder, and the wave of protests that followed it, sparked a period of reflection and learning for our UK business, during which we were forced to ask ourselves some hard questions. Were we doing enough to challenge racism? And could we be doing more to stand in solidarity with our black colleagues?

At DLA Piper, we’ve made strong progress in promoting diversity and inclusion in the workplace in recent years. However, some of our colleagues felt that we were too slow to respond to the killing of George Floyd – and that when we did make a public statement, it wasn’t as strong or as purposeful as it should have been.

To understand how we could do better, we set up a series of listening forums for our senior leaders with our employee network Mosaic. During the forums, leaders had an opportunity to hear directly from colleagues about their lived experiences of racial discrimination both in and out of the workplace, and to consider the action everyone in the firm could be taking to challenge racism.

Following these sessions, Simon Levine, our Global Co-CEO, put out a new statement that more clearly expressed our unequivocal stance as an anti-racism organisation. We then expanded our reverse mentoring programme to involve our UK leadership team, pairing leaders with mentors from ethnic minority backgrounds. Through the programme, leaders could gain insights into the barriers our black colleagues face. Global Co-Chair Andrew Darwin, our CEO Simon Levine, and our UK Country Managing Partner Liam Cowell all took part in the programme.

To raise awareness of racial inequalities among our UK colleagues, we also launched a series of masterclasses for all our partners in the UK, covering topics such as the history of racism in the UK and unconscious bias. The masterclasses were followed up with workshops that provided inclusive leadership tools for partners to apply. In addition, a guide to anti-racism and allyship was made available to all our colleagues internationally. Our CEO has also led leadership sessions on building inclusion and creating a leadership imperative to lead on creating an inclusive culture.

While we’ve learned a lot over the past year, we know there’s more we can do to grow as a business and ensure all our colleagues feel supported. As we pass the first anniversary of the death of George Floyd, we continue to listen to our colleagues, learn from their experiences, and stand together to confront racism wherever we encounter it.



“We’re invested in the rule of law. So if we can’t stand up and attack systemic racism, then who can?”

Simon Levine, DLA Piper Global Co-CEO, in London

“I’ve always felt I could succeed regardless of the colour of my skin. But when I started in the legal sector I quickly noticed that very few people looked like me. It made me feel as if the system was sort of built to exclude people who look like me.”

Felix Ndi-Obiosa, Of Counsel-Africa, Finance, Projects & Restructuring, in London

“We should be clearer about what anti-racism means, it’s not about hitting targets.”

DLA Piper colleague

Improving social mobility in the UK

Across the UK legal sector, only 23% of workers are from working class backgrounds (Source: [UK Social Mobility Commission](#)). Research suggests that people from these backgrounds make significantly less progress within our sector, and that this issue is both historic and entrenched.

At DLA Piper, we have a strong track record as a leader in social mobility. In 2019, we were the first law firm to sign the Social Mobility Pledge, and published Levelling Up Law, the UK legal sector's first social mobility road map. We are also founding members of PRIME, an alliance of law firms across the UK committed to improving access to the legal profession through work experience. We continue to be part of the PRIME Board. This year we will publish an internal Social Mobility Report based on our UK workforce. This will help us to set meaningful goals and track our progress in a transparent way.

Recruitment is an important part of our approach to social mobility. At an intern and graduate level, we have a targeted approach to ensure we are attracting and recruiting students from a broad range of backgrounds. Within our graduate recruitment process, we take a range of measures to avoid unconscious bias: for example, by anonymising applications, and using contextual recruitment software to ensure we review each candidate's grades in the context of their socioeconomic and educational background. Our inclusive recruitment practices are supported by our work with consultancies such as [Urban Lawyers](#) and charities such as [MyPlus](#).

“The partnership between Urban Lawyers North (ULN) and DLA Piper has sought many benefits to our members who are seeking to access a legal career. The events we hosted together included a wide variety of guest speakers from all different backgrounds, which was extremely important, as it provided all students with a sense of inclusion and enabled them to connect with the firm on both a personal and professional level. Students were provided with many opportunities to network and seek advice from different colleagues within the firm.”

Cerys Addison, Diversity and Inclusion Officer,
[Urban Lawyers North](#), in Manchester

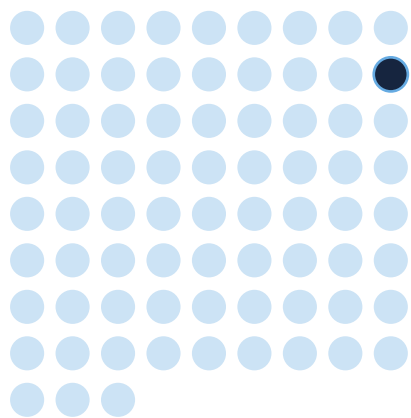




23%
Only 23% of workers in the legal profession in the UK are from working class backgrounds



1st
law firm to sign the Social Mobility Pledge



18th
out of 75 organisations on the UK Social Mobility Employer Index in 2019

Apprenticeships are another tool we use to support our ambition to level the playing field and access talent from underrepresented groups. Our Solicitor Apprenticeship Programme, based in our Manchester office, offers a degree-level qualification for A Level school and college leavers. We have also recently launched a Paralegal Apprenticeship programme based in our Leeds office, providing a level 3 qualification. These entry level programmes provide an alternative route into the profession, making it more accessible for talented young people for whom university is not the preferred choice.

There are 25 apprentices currently working in Business Services across the firm in departments such as Reprographics, document production, IT and administrative services.

In 2019 we were ranked **18 out of 75** organisations in the UK’s Social Mobility Employer Index, run by the [Social Mobility Foundation](#). In 2021 we made a new submission to the Index, with results expected to be published in November.

We run several long-term, high impact outreach initiatives and partnership programmes focused on improving social mobility. These include our [Head Start Programme](#), providing training, mentoring and financial assistance to young people in the UK, New Zealand, China, Kenya and Australia who face barriers to entering the legal profession for social, economic or cultural reasons. **For more about Head Start and our other community partnership programmes, see [page 73](#).**

Despite the progress we’ve made in improving equality of opportunity and the socioeconomic diversity of our firm, we know there are certain areas where we need to do more to ensure our approach is consistently best in class, particularly at an international level. We are developing an international social mobility strategy to align our approach across our business, and we have formed a Social Mobility Working Group to support its development.



1

Sandra Wallace, Managing Partner, Europe and current Co-Chair of the Social Mobility Commission, was awarded Champion of the Year at the UK Social Mobility Awards in 2020.

“Equity of opportunity is crucial. Cultural change is underway and it needs to speed up. We can’t look at past but must look at the future. Those who are implementing changes need full support.”

DLA Piper colleague

Employee networks

Our employee networks play a vital role in supporting our D&I strategy. The networks act as powerful advocacy platforms for colleagues from underrepresented groups, ensuring that their voices are heard at management level and holding leadership to account for delivering on diversity goals.

While our networks focus on providing a voice for underrepresented groups, they are open to all our colleagues, encouraging everyone across our firm to become effective allies.

PACT (Parent and Carers Team)

Balancing work commitments with caring responsibilities can be hard at the best of times, and especially so during a pandemic. To make life easier for parents and carers, we launched PACT, a UK hub for colleagues with caring responsibilities. The network provides information, resources and mutual support on a range of topics, such as activities for kids during the school holidays and advice on flexible working. The launch of PACT was brought forward by half a year due to the COVID-19 lockdown and school closures. More than 250 people in the UK joined the network in the first two months since its launch.

Iris

Iris is our international network for DLA Piper’s LGBT+ community, providing networking opportunities and promoting LGBT+ events and initiatives. The group works to increase representation of LGBT+ colleagues at leadership

levels, delivers pro bono legal services to LGBT+ organisations through Iris Represents, and promotes inclusion for LGBT+ people around the world. Working with organisations such as Stonewall in the UK, Pride in Diversity in Australia and Lawyers for LGBT and Allies Network in Japan, Iris raises the firm’s profile as an open and inclusive LGBT+ employer.

LAW (Leadership Alliance for Women)

LAW 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 within our firm to effect change (for more about LAW read our case study on the next page).

Mosaic

Mosaic aims to ensure that all our people in our UK firm are valued, supported and able to achieve their full potential, regardless of their heritage, culture, ethnicity and background. Mosaic focuses on three key areas:

- **Education:** breaking down racial, cultural and other barriers and sharing experiences through education, and promoting race fluency to facilitate essential discussion.
- **Presence:** increasing representation and enhancing our standing as a market leader and with our clients on issues of race.
- **Celebration:** promoting a culture of openness and inclusivity to drive high performance and diversity of thought.

“Mosaic is focused on enhancing diversity within the firm but also ensuring that all of our colleagues feel a sense of belonging and as though they can bring their whole selves to work without judgement. Through the network we are working to build a sense of community and a space where minorities and allies can share ideas, raise awareness of certain issues, celebrate cultures and learn from one another.

Of course, there is a long way to go. Mosaic is currently a UK only network, however there is no doubt a need and, I dare say, a strong desire for its expansion. Especially as our firm is global and different members of the firm will face different issues depending on their location and other factors. I feel expanding the network would enhance its impact and result in a stronger sense of community.

For me, Mosaic (and diversity networks more broadly) means having a voice and a stronger sense of community within my organisation. For so long, ethnic minorities within the corporate world have been underrepresented and in many cases felt as though they did not have a platform on which to speak, share their experiences and work within the organisation to bring about meaningful and lasting change. Mosaic has made those things possible, providing, not only a community but also the support of allies. The influence and increasing significance given to the Mosaic network demonstrates the firm’s commitment to hearing our voices and understanding our experience both at DLA Piper and beyond. Not only does Mosaic give me a voice, but I am now a voice among many in the best of ways.”

Naomi Nightingale, Communications Manager, Responsible Business, in London

CASE STUDY

LAW: levelling the playing field

In our regions around the world, our Leadership Alliance for Women (LAW) employee network is playing a key role in improving equality across the firm and supporting more women to positions of leadership. Here, Susheela Rivers, Hong Kong-based Real Estate Partner and International Chair of LAW, explains the idea behind the network, and what they have been doing over the last year to improve opportunities for women.

What is LAW's mission?

We can't be a leading global law firm without also being a global leader in the advancement of women. So our mission is to support gender balance at all levels in our business by strengthening the influence, leadership and voice of women within DLA Piper to affect change.

We do this by creating an inclusive culture where women feel enabled and empowered to be successful and reach their full potential, and to be confident in their success. This means challenging behaviours and decisions that don't support equality and balance, and finding alternative and more inclusive ways of working.

How did LAW get started, and how has the network evolved?

LAW was set up in 2006 to support our women lawyers in developing leadership skills and career opportunities. However, the network has evolved a lot over the years. In 2020, LAW was relaunched with a refreshed

strategy, and today it is a gender balance network that's open to all our people in all roles within the firm – not just women, and not just lawyers. It's a global network, with local representatives and members in almost every country where DLA Piper has offices.

Allies play a crucial role in the success of our network. We can't change things alone, and we need allies to help advance women and advocate for the fair treatment of all.

What activities has LAW has been involved with recently?

Far too many highlights to cover here, but I can give you some examples! We have been highlighting the issue of gender equality in the workplace through external and internal panel discussions. For example, to mark International Women's Day, we brought together a panel of speakers to discuss important topics ranging from how to tackle imposter syndrome to redefining confidence in the workplace.

Mentoring and training is a big part of what we do, and in New Zealand we partnered with [GirlBoss Edge](#) to provide mentoring to New Zealand's next generation of young female lawyers. In Ireland, the local LAW network ran a series of mandatory Unconscious Bias internal training workshops for everyone in the office. Everyone holds unconscious beliefs, and it's important to recognise and address this.



“It’s a privilege to be able to influence and lead change in gender balance, and to do so in a way that includes and empowers everyone.”

Susheela Rivers, Partner, Real Estate, International Chair for LAW, in Hong Kong

“Our gender balance network has always been important to our female lawyers and in-house counsel community in the Middle East, but since the strategy refresh we’ve really captured the attention and support of male colleagues and senior leaders in our client organisations. LAW is a force for change.”

Suzannah Newbould, Partner, Litigation and Regulatory, LAW Steering Committee Member and DLA Piper Board Member, in Dubai

“LAW is making a real contribution to achieving the firm’s diversity goals and to levelling the playing field for our female talent.”

Pilar Menor, Senior Partner, Employment, Joint Vice-Chair for LAW, in Madrid



Ability

Ability is our Disability Network which aims to create a truly inclusive firm for people with disabilities and support those who have people with disabilities in their lives. The Network is currently operating as a working group and have so far organised an audit on the firm's current disability inclusion. The audit allowed the group to develop an action plan with key focus areas. It recently identified a Steering Committee and plans to formally launch with a wider people network and significant initiatives in line with International Day of Disabled Persons 2021.

“When I was starting on my legal journey, I was told that I wouldn’t become a lawyer because I didn’t go to the right university and didn’t get the highest grades. I was acutely aware of my accent and was worried it made me stand out for the wrong reasons. Overcoming these perceived hurdles has not been easy. I’m now committed to ensuring DLA Piper plays a significant role in breaking down these barriers, both in our communities and for our people.”

Sandra Wallace, Partner, Employment, Social Mobility Commissioner and DLA Piper joint Managing Director for Europe, in Birmingham





What’s next

Making progress in D&I depends on gaining an accurate understanding of people’s experiences within the firm. One of the key areas we want to work on to support our strategy is data collection. To ensure we’re moving in the right direction, we’ll begin closely monitoring the diversity, sense of wellbeing and belonging across all levels and areas of our firm. We are currently reviewing best ways to capture some of this data, especially outside of the UK, to ensure this is done in a way that’s culturally appropriate and legally permissible. We also want to ensure that we build processes to utilise this data effectively and are able to draw out useful, timely and actionable insights that will move us closer to our ultimate aims.

Setting our international goals is the start of a broader journey the firm is taking towards balanced representation. As our diversity data collection and analysis matures, we anticipate our international approach will be enhanced through local country KPIs. These may focus on ethnicity, disability or LGBT+ specific goals, depending on the needs and priorities of each country.

We’re also planning to build on the momentum of the One Voice Made of Many campaign with a series of follow-up activities and events. These include continuing to publish personal stories, linking to milestone events such as International Women’s Day and Black History Month, and inviting experts both within and outside our firm to share insights that are important to our D&I journey.

LOCAL STORIES



In **Sweden**, we’ve carried out a D&I survey to better understand the experiences of colleagues. The results of the survey will inform a local action plan. We also launched Stronger Together, a training programme to raise colleagues’ awareness of diversity issues and equip them with the insight and knowledge they need to become better allies.

In **Norway**, the local D&I committee has taken action in several areas to increase diversity and inclusion. These include ensuring that job ads are gender and culturally neutral, ensuring that marketing and communication has balanced representation, and participation in key diversity events such as Oslo Pride.

In **Denmark**, we teamed up with the digital platform My Law Story to hold a joint event on gender equality in the legal sector. We also took part in a PhD project co-financed by the Danish Bar and Law Society to explore gender diversity in Danish law firms.

In **New Zealand**, our D&I initiatives include BMX: a programme raising awareness of the benefits of a multi-generational workplace. The COVID-19 pandemic has affected different age groups in different ways, and in 2020, BMX hosted a Zoom morning tea meeting where colleagues of different generations discussed their contrasting experiences of working from home.

In the **US**, we launched a series of special sessions focused on racial injustice and social inequality. We held 32 sessions across 10 of our US offices, exploring our emotional response to the pandemic and the death of George Floyd, and the lessons we can learn from these events.

In **Asia** we have been advancing our D&I initiatives by rolling out our Reset 100 leadership workshop focusing on building an inclusive culture to all our partners across the region. We refreshed our regional activities around the Leadership Alliance for Women (LAW), and delivered against local country plans, including enhancing our parental leave offering in Tokyo, partnering with Pride in Fashion in Hong Kong, and running events in Thailand around Pride@Work.

1.2 Health, safety and wellbeing

We’re committed to supporting our colleagues’ health and wellbeing and providing a safe working environment. Amid the pressures and uncertainties caused by the pandemic, looking after our health, safety and mental wellbeing matters more than ever.

The World Health Organisation predicts that mental illness will be **the leading cause of absence in the workplace** by 2030

USD16 trillion estimated cost of mental health issues to the global economy by 2030

Why it matters

Law is a rewarding profession – but with long hours and a high-pressure working environment, it can also be a stressful one. Stress is a key factor behind rising mental health problems. According to a [2020 study](#) published by Bristol University Press, legal professionals are thought to have higher levels of mental health issues and lower levels of wellbeing than the general population. The COVID-19 pandemic, and the mental health challenges that have come with it, have brought these issues into even sharper focus.

At DLA Piper, supporting our colleagues’ physical and mental wellbeing is a key priority. As well as bringing personal benefits to our colleagues, it’s also important for our business. People who are in good physical and mental health are better equipped to cope with the everyday pressures of life and work.

In 2019 we launched our health and wellbeing strategy to help our people manage their wellbeing. Our strategy focuses on:

- Reducing the stigma associated with discussing wellbeing in the workplace, making it easier for people to ask for help.
- Taking a proactive approach to preventing wellbeing issues before they happen.
- Raising awareness of health and wellbeing in the workplace, and what we can all do to look after ourselves.
- Rolling out a range of initiatives that support health and wellbeing, and encouraging people to take part.
- Making sure we have the right systems in place to support people in times of need, and encouraging people to use them.

Physical and mental health is closely connected to workplace safety, and we foster a culture where all three of these aspects of wellbeing are treated holistically. We have a management system in place to reduce the risk of accidents, injuries and illness in the workplace (**read more to the right**).

MANAGING WORKPLACE SAFETY



As part of our overall health and wellbeing strategy, we have rolled out a management system for workplace safety. The system is designed to ensure a consistent approach to safety across our international offices.

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.

In the past five years, we have had only one reportable incident, involving a scald caused by spilled liquids. The colleague involved was signed off work by their doctor for seven consecutive days.

We are already certified against ISO 45001 (Occupational Health and Safety Management Systems) in the UK, and our ambition is to roll out certification to other international offices. We are also considering implementing the guidance provided in ISO 45003 standard for managing psychosocial risks in the workplace.

Making it easy to seek help and support

We raise awareness of the health and wellbeing support available to colleagues at each stage of our employee recruitment and development lifecycle. For example, we share our commitment to the [Mindful Business Charter](#) during onboarding and induction for new joiners, and incorporate health and wellbeing training modules into our learning and development plans.

We have policies and processes in place that make it easier for colleagues to get help with any aspect of physical or mental ill-health. We encourage anyone who feels they need support to reach out either to their manager, or their HR representative.

Alternatively, colleagues can access external, professional and confidential support through the MyCare international Employee Assistance Programme (EAP) launched in April 2020. Available to all our colleagues and their immediate families, and accessed online or through an app, the EAP ensures that holistic health and wellbeing support is accessible at any time. Services available include counselling and advice, critical incident help and recovery, and life management.

Supporting our colleagues’ mental health

We ensure colleagues know that they can disclose mental health problems freely and safely, both at the recruitment stage and at any time during their employment. We clearly inform colleagues what will happen with their information, and that we will use it only to support them.

Whenever we become aware that a colleague is facing a mental health challenge, we provide that individual with appropriate support. This 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 colleagues has taken long-term leave relating to a health or wellbeing concern.

Nurturing a healthy workplace culture

Through our Positive Leaders programme, we train our partners and employees on how to build resilient, connected and psychologically safe teams. We monitor workloads on a weekly basis and intervene, if necessary with clients, where the health and wellbeing of our colleagues is being affected by long working hours.

We have adjusted our bonus system to move away from a work culture that rewards long working hours. We also monitor timesheets and workloads at team and national levels, and ensure colleagues take advantage of their holiday allocation to switch off from work and recharge fully.

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 partner and member of the board, and holds a seat at the International Diversity Council to ensure our health and wellbeing strategy aligns with our D&I strategy.

Our local health and wellbeing working groups deliver and coordinate local events to support the rollout of initiatives set by our international steering committee. The working groups communicate and advocate for our approach, and provide support and resources at local level.

Our growing group of SPEAK ambassadors, colleagues who have been specially trained in how to have conversations about mental health, also work to raise awareness, advocate, and offer support for those experiencing mental health challenges across the firm (**read more in our case study [Speaking out about mental health on the next page](#)**).

CASE STUDY

Speaking out about mental health



Talking about mental health is never easy, but it can be even more daunting to bring that conversation into the work environment. We’ve rolled out several new initiatives to take away some of the stigma around discussing mental health and make it easier to reach out for support.

One such initiative is our SPEAK Ambassador programme. Ambassadors are colleagues who have been specially trained in how to have conversations about mental health, providing front line, confidential support for anyone in the firm with mental health concerns. We now have 110 trained SPEAK ambassadors across seven countries and 12 offices, and we want to expand this to ensure that there is at least one ambassador in all our office locations internationally.

We also launched our Strength in Sharing video and podcast campaign. Through the campaign, colleagues share stories of their own mental health challenges, and how they’ve recovered. We believe that the more stories we share, the more we create a culture where people feel safe to speak up, and will do so earlier.

“We all have our own struggles and we will all deal with them differently. I’ve been lucky enough to be supported with my own mental health struggles in the past and so for me being an ambassador will hopefully mean I can give something back.”

Jane Hardcastle, International Legal Technology Trainer, IT, and SPEAK ambassador, in Sheffield

“Sharing stories and opening up conversations about mental health is really important. It helps you see that you’re not alone, and that help is out there.”

Chris Jordan, Head of Cloud Centre of Excellence, IT, and SPEAK ambassador, in Leeds

“I volunteered to be an ambassador to help create a more supportive workplace where no one should need to suffer alone.”

Heng Loong Cheong, Partner, Corporate and SPEAK ambassador in Hong Kong

“Throughout my career I have often been involved in advising on mental health and wellbeing issues, both from the employer and employee side. I strongly believe that employers have a key role to play in supporting employees’ mental wellbeing.”

Helen Colquhoun, Partner, Employment and SPEAK ambassador in Hong Kong

What we’re doing

Staying healthy and motivated during the COVID-19 crisis

Towards the end of 2019, we had formed our International Health and Wellbeing Steering Committee and had begun to shape our health and wellbeing approach. However, the COVID-19 outbreak accelerated the process rapidly. From 2020 onwards, we shifted our health and wellbeing strategy to focus almost entirely on responding to the COVID-19 crisis.

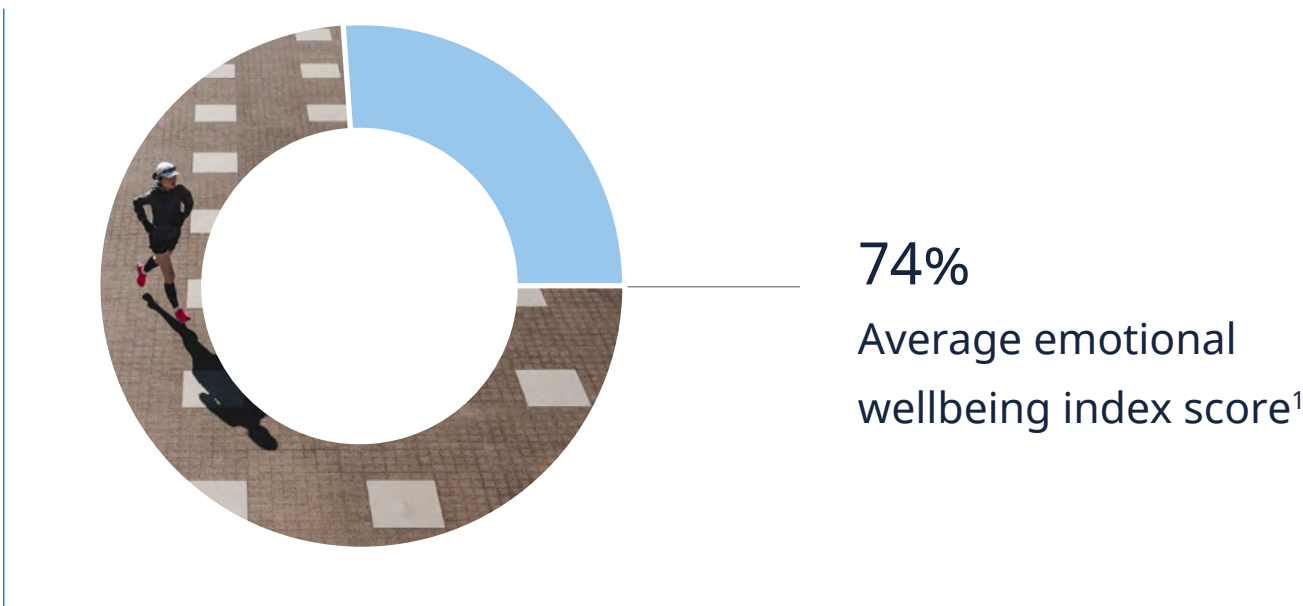
To support mental health during the pandemic, we ramped up the resources available to colleagues and rolled out new initiatives, complemented with more frequent communication about the help available. A major initiative was the international launch across all of our countries of our MyCare EAP and online app (**see earlier in this section**).

We also launched our online coronavirus hub, with guidance on coping with the demands of remote working, maintaining healthy working practices, staying positive and connected, and avoiding burnout. The hub also gives advice on how to support colleagues with extra caring responsibilities.

Other initiatives included a refreshed flexible working policy and a resilience programme to help our people navigate the stresses and anxieties of lockdown. We also offered additional support such as home workstation assessments by ergonomic specialists. This support was offered to all our colleagues, with a special focus on those with pre-existing health conditions and new or expectant mothers.

We know that the prospect of returning to the office once lockdown restrictions ease might cause anxiety for some of our colleagues. To help, we’ve recruited SPEAK ambassadors from our Property and Workplace team to provide confidential advice for anyone who needs support in adjusting to the transition.

Read more about our response to the pandemic on [page 22](#).



¹ Average across all 2020 Pulse surveys

Keeping our finger on the pulse of our colleagues’ wellbeing

When our colleagues switched to remote working in 2020, we realised we needed to find a way to keep track of their mental and emotional wellbeing while they were out of the office. Over the course of 2020 we ran five wellbeing surveys to gain insights into how our people were coping during this challenging year. Many of the health and wellbeing resources we launched during this time were based on the valuable feedback we gained from these surveys, including the MyCare EAP (**see earlier in this section**).

To continue gathering insights, we are set to carry out three further short surveys in 2021, along with one longer engagement survey later in the year.

The results of our latest survey in April 2021 informed us as to the proportions of colleagues who felt that their health and wellbeing was being taken seriously by the firm, and supported in their current circumstances. It also gave us insights into the numbers of those who felt stressed, particularly those citing external circumstances related to COVID-19 as a contributing factor. The average Emotional Wellbeing Index score across all surveys was 74%, suggesting our people were feeling positive overall, despite the challenges of the pandemic.

Partnerships and events

Partnering with external experts is an important part of our health and wellbeing approach. One of our main partnerships is with [Positive Group](#), a specialist learning provider dedicated to improving workplace health and wellbeing through applied psychology and neuroscience.

Through the partnership we offer a series of training modules to equip colleagues with insights and practical techniques that help them deal with the emotions and stresses of the pandemic, and everyday life. Positive Group also provides specialist training for leaders on building resilient teams, and a series of deep-dive webinars on issues related to health and wellbeing.

Another one of our 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 conversation and deepen understanding about mental health – and in particular, how our emotional wellbeing is affected by inclusion, belonging, allyship, and other diversity issues. Our TLC Lions events are often co-hosted with employee networks such as Iris and LAW ([see page 36](#)).

We also celebrate external campaigns such as UK Mental Health Awareness Week and World Mental Health Day to raise awareness of mental health issues at work, consulting with our D&I team to ensure these events take diverse perspectives into account.

“DLA Piper is an organisation that genuinely recognises the importance of wellbeing and is taking impressive steps – at all levels of the business – to build a culture that reflects this.”

Brian Marien, Founder, Positive Group, in London

Pledges and memberships

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.

One of the Charter commitments is around respecting rest periods – in other words, ensuring colleagues can switch off adequately outside of working hours. During 2020 and 2021, we ran a campaign around this issue, including tips for leaders on how to manage conversations about leave-taking with clients and team members. This led to our Corporate group launching its own wellbeing focused charter, setting out the behaviours people can expect from the firm, leadership and each other.

We have committed to several other pledges, charters and memberships related to health and wellbeing around the world. In Australia we are founding members of the [Corporate Mental Health Alliance](#), and in Hong Kong we are members of the [City Mental Health Alliance](#), which brings businesses together to work towards improving mental health in the workplace.

Awards

We regularly enter external wellbeing award programmes to showcase our commitment to health and wellbeing, and to see how we measure up against our peers. In 2020 and 2021 we were finalists in the following award programmes:

- **2021 People in Law Awards (UK & Ireland):** Top 3 Finalist for Best Health & Wellbeing Initiative for firms 750+
- **2021 Asia Employee Wellbeing Awards:** Finalist for Emotional Wellbeing category (along with BHP, Dell Technologies and Intel Technology India Pvt. Ltd) out of 3,055 submissions
- **2020 Lawyers Weekly Awards (Australia):** Finalist for Wellness Initiative of the Year (along with Baker McKenzie, Gadens, Guarna Legal, Hall & Wilcox, Legalite, New South Lawyers, Pragma Lawyers, S&A, Thynne + Macartnery)
- **2020 Australasian Law Awards:** Finalist for Excellence in Employee Health and Wellbeing (along with Clayton Utz, BlueRock Law, Carter Newell Lawyers and PwC Australia)

For a full list of the firm's memberships, commitments, and awards, please see [page 138](#).



What’s next

During 2020 we ramped up the mental health support we offer colleagues. Although this is positive progress, there are other areas where we have work to do. In particular, we know we need to do more to understand and address systemic workplace health and wellbeing challenges, such as the impact of long hours sitting at a desk, and how overwork can lead to stress.

In the short term, we’ll continue to focus on our COVID-19 response, ensuring it remains relevant across all countries as the situation develops. We also plan to increase engagement with our EAP internationally, and to scale our SPEAK Ambassador programme to ensure there are ambassadors across all offices internationally. As our health and wellbeing strategy and goals evolve, we are also working to gather more data and metrics to inform our approach.

We’ll continue to consult our employee networks to ensure our campaigns resonate with our people, and working with local health and wellbeing groups to tailor our resources to meet local needs.

We are continuing to roll out the ISO 45001 workplace safety certification to our international offices. Our other key priority for workplace safety will be contractor management and engagement, particularly in areas where activities are outsourced such as office cleaning and equipment maintenance.

LOCAL STORIES



In **Denmark**, we’ve introduced a maternity/paternity scheme offering mothers full pay for 28 weeks and fathers or co-parents full pay for 12 weeks after birth. Colleagues have access to an in-house certified stress coach, and external counselling is also available through our health insurance scheme.

In **New Zealand**, we’ve launched Thrive, a new committee dedicated to promoting a wellbeing culture for our people. Thrive will drive forward the actions and change necessary to support the commitments of the Mindful Business Charter.

In the **Netherlands**, we’ve introduced a buddy system to connect every new hire to a buddy from the same department to support connectivity during COVID-19 challenges. Our Be Boosted programme organised COVID-safe sports activities and at-home health challenges, provided our people with individual wellbeing coaching, and provided tools for parents to use during home schooling.

1.3 Learning and development

Everyone at DLA Piper should have the opportunity to grow personally and professionally. By providing a range of learning opportunities from formal training to external volunteering, we ensure that our people have the skills and experience they need to thrive in a fast-changing sector.

382 colleagues completed our S&ESG 101 training internationally

1,939 of our lawyers have given their time to pro bono projects in 2020

Why it matters

At DLA Piper, we believe that helping our colleagues grow and supporting them on their career paths is a key part of what it means to be a responsible employer. Providing high-quality training not only benefits our people and boosts workplace morale – it’s also essential for delivering a first-rate service to our clients. Learning and development also supports our diversity and inclusion strategy, helping to ensure balanced representation at all levels of our firm.

We recognise that personal and 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 that our people can use according to their own needs and preference, 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, as new technologies emerge and S&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.

What we’re doing

The DLA Piper Academy

Although we’ve always invested in training, feedback from colleagues suggested that we weren’t always delivering it effectively. Many people said they didn’t always know how to identify the right training for them, or where to find suitable learning materials. As a result, attendance was low at classroom-based learning sessions. We needed to change our approach – so in September 2020 we launched the DLA Piper Academy, a single online platform that makes it easy for everyone in our business to access targeted training and development plans.

The Academy provides tailored learning plans to support colleagues’ individual educational needs at each stage of their careers. Providing training in this way is designed to make learning more engaging, allowing every individual to take control of their own educational journey.

The Academy has now become our dedicated home for international and local learning across 37 countries. In the first three months since its launch, more than 6,000 Academy learning sessions were completed. Currently, 37% of our people across the firm internationally have attended an event or programme delivered through the Academy.

“From my perspective, the DLA Piper Academy is a tool I can use to progress my career and achieve my ambitions. It’s easy to use and navigate, and all the training available is designed to help me identify my developmental needs.”

Awmaima Amrayaf, Pro Bono Legal Officer, Responsible Business, in London



TAILORED LEARNING PLANS

Every Academy learning plan is tailored to each individual’s role, level and location. The plans are designed to reflect the skills and capabilities each colleague requires now, as well as those they will require in the future. The graphic to the right shows how the focus of each plan shifts to different capabilities as colleagues’ careers progress.



Foundation

Lawyer
Core



Intermediate

Lead Lawyer
Implement



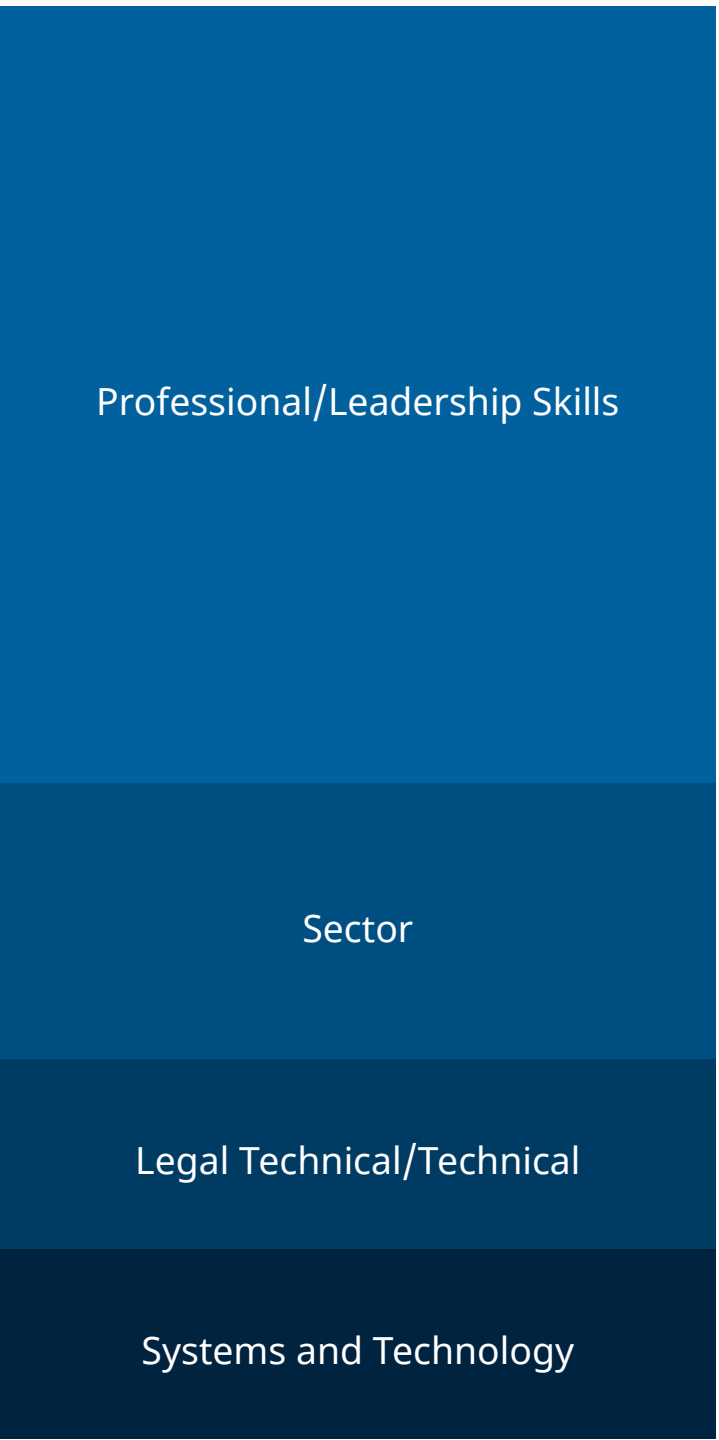
Advanced

Senior Lead Lawyer
Guide/translate



Expert

Partner
Lead/Global space



Learning from the pandemic

When the COVID-19 pandemic hit, most of our colleagues switched to working from home. To ensure they could continue to access learning remotely, we adapted the design of our learning programmes to focus on virtual and digital delivery.

The shift to online learning created challenges for our colleagues. This was particularly the case for our colleagues at junior levels, many of whom rely on informal face-to-face conversations with senior colleagues and learning with others during project work to stretch their abilities and develop their careers. By making key learning resources such as our [Career Academy](#) available online, we ensured that our junior colleagues could continue to connect with others and expand their networks while working remotely.

Remote working has taught us a lot about how to deliver virtual and blended learning programmes effectively. These lessons are already proving useful as we plan our transition to working life after the pandemic, in which virtual learning and development is likely to continue to play a role. This includes supporting our managers to work successfully in a hybrid working environment that blends the best of both online and in-person learning.

“The Foundation Academy 2 was a great opportunity to expand my internal network. I met people across the UK and Europe across different geographies and practice groups that I haven’t met before. It provided a useful opportunity to grow with these people throughout our careers with DLA Piper.”

Joanne Bennett, Senior Associate, Real Estate, Career Academy Foundation 2 delegate, in Leeds

Community activities and pro bono work

At DLA Piper, it’s part of our culture to encourage our colleagues to apply their professional knowledge and skills to social and community causes. This includes providing opportunities for lawyers to work pro bono to strengthen civil society and support vulnerable individuals, and for all our colleagues to volunteer as mentors on outreach initiatives like Head Start and our Global Scholarships Programme.

Getting involved in community activities and pro bono work provides valuable learning opportunities, and we want colleagues to apply these lessons both in internal work and in client projects. We want to continue to grow these opportunities for our people, and measure the impact they have on their development and our business.

For more about our social impact, our pro bono work and outreach initiatives see [Our society](#).

What’s next

Solicitor apprenticeships

We’re committed to supporting people at every stage of their legal career journeys, including at the very start of their careers. As part of this commitment, we have launched a Solicitor Apprenticeship Programme with five apprentices joining the Manchester office in September 2021.

By providing access to career opportunities and high-quality training without the entry barriers and costs of higher education, the apprenticeship programme will improve social mobility in our business and allow us to harness previously inaccessible talent. The apprenticeship programme also supports our [diversity and inclusion](#) strategy (**read more about our D&I strategy on page 28**).

Technology and innovation

Digital technology is integral to our learning and development offering at DLA Piper. With remote working likely to remain a key part of our post-pandemic working lives to some degree, it’s important we continue to invest in digital learning technologies.

We have a digital learning strategy that sets out how we plan to use digital innovation to enhance the learning experiences provided by the Academy. We have invested in additional staff dedicated to helping us implement digital learning technologies effectively.

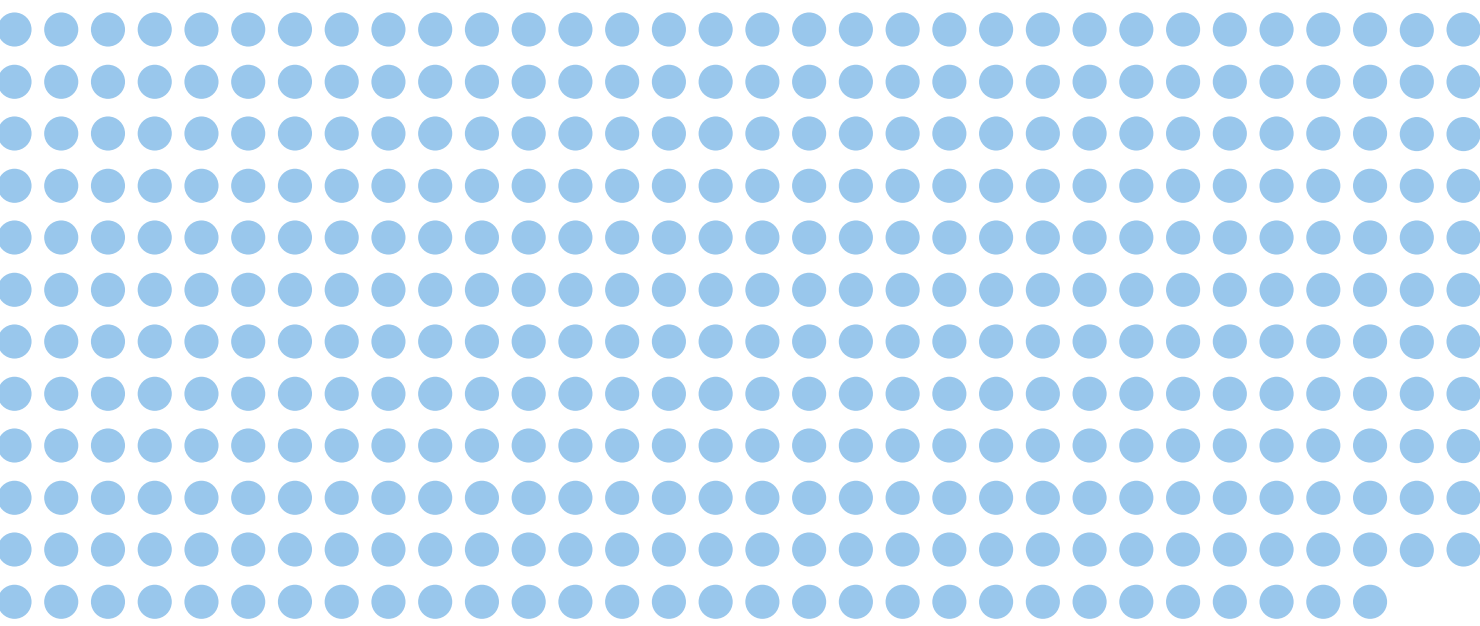
CASE STUDY

Understanding the importance of sustainability

S&ESG issues are critically important to DLA Piper and our clients – and it’s vital that our colleagues understand this. To raise knowledge and awareness, we launched a firmwide S&ESG training programme in November 2020. The training covered a range of key topics, including understanding sustainability concepts and terminology, policy and regulatory trends, key stakeholder trends, and why this is a mission-critical issue for our business.

The sessions were attended by 382 DLA Piper colleagues across the international firm and now form part of all DLA Piper colleagues’ personal development plans.

We followed up the introductory session with a series of sector-specific training sessions, looking at S&ESG challenges in certain key client sectors.



For example, we ran a sustainability training programme for the Consumer Goods Food and Retail sector, focused on issues such as supply chain resilience and modern slavery.

We will build on this foundational training in 2021 with a firmwide curriculum of further S&ESG trainings, focused on themes such as climate action, circular economy and racial and salary inequality.

We are a leading partner of the [Net Zero Lawyers Alliance](#), and as a member we have committed to skill up our legal workforce on climate change issues. We’re supporting the alliance to develop a climate change training curriculum that will be accessible to all alliance members, consisting of 30 leading global law firms.



382
colleagues completed the S&ESG 101
training internationally

1.4 Employee engagement

We stay in touch with how our colleagues feel about our business through regular engagement surveys, using the insights we gain to make our firm a better place to work. To help our colleagues stay engaged with issues most critical to the firm, we periodically roll out internal engagement campaigns, such as our recent D&I campaign, or our campaign focused on the firm’s new carbon reduction target.

150+ local eMission 2030 champions working towards our climate goals

72% Overall firmwide engagement score (up 4% since 2019)

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

Why it matters

We want DLA Piper to be a great place to work – one in which everyone can thrive. To ensure we’re moving in the right direction, it’s important that we measure our progress by seeking regular feedback from our colleagues – particularly so amid the changes and uncertainties brought about by the pandemic.

The role of lawyers is changing, as S&ESG increasingly become priority issues for our clients and our business. It’s vital we communicate and engage frequently with colleagues about these topics so we’re able to continue to deliver the exceptional service our clients expect from us.



What we’re doing

Employee surveys

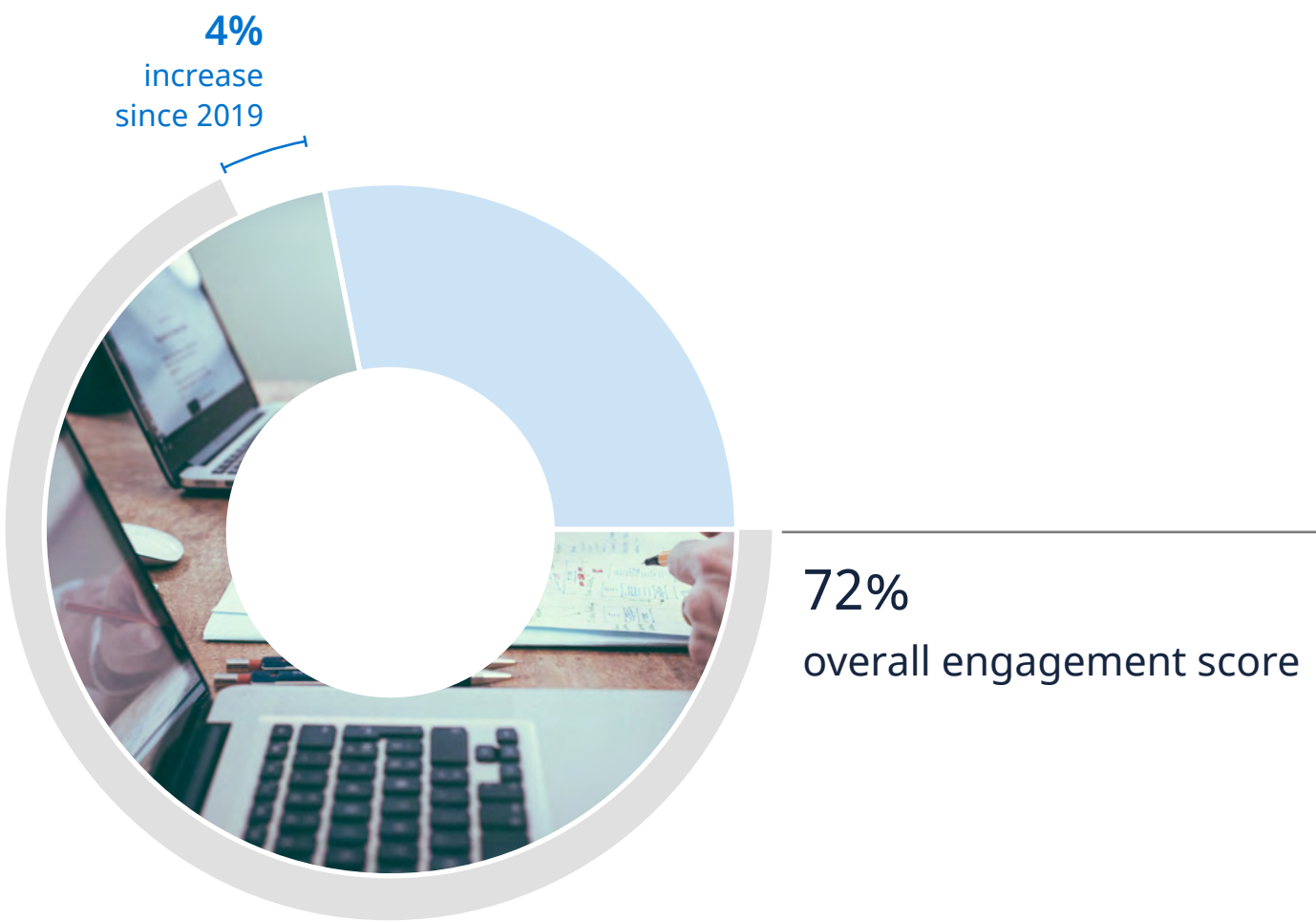
We regularly carry out surveys to gain feedback about our colleagues’ experiences of work, and their feelings about DLA Piper as an employer.

In 2020, we carried out five internal wellbeing surveys to keep track of people’s mental health during lockdown. On average, around 3,260 of our people across the firm took part in these surveys, which gave us helpful insights about colleagues’ day-to-day work and interaction within teams while working remotely.

We used the feedback from the surveys to inform several initiatives. These included flexible working opportunities, the introduction of our renewed WorkSmart+ policy, and resources aimed at improving wellbeing such as our Employee Assistance Programme ([see page 40](#)).

Following the surveys of 2020, we are rolling out a series of three surveys in 2021, covering a broader range of engagement topics.

More than half of our people took part in the first of these broader surveys in April 2021. The survey informed us about the proportions of our colleagues who are proud to work here, and how many would recommend DLA Piper as a great place to work. It also informed us of the proportions of respondents feeling stressed and the extent of external circumstances related to COVID-19 being a contributing factor.



“Sustainability will be more important than financial rewards to the next generation of talent.”

DLA Piper colleague

Sustainability communication and engagement

It’s important that all our colleagues understand the key sustainability challenges we face, and how they can contribute to meeting our goals. We’ve set up several channels to raise awareness of S&ESG, keep them up to date on our progress, and help them integrate sustainability into their day-to-day work.

eMission 2030

Launched in early 2021, eMission 2030 is our internal international campaign to engage our colleagues in helping us meet our science-based carbon reduction target ([see page 92](#)). The campaign shares quarterly updates, educational material and communications on our progress towards the target. At the local level it brings together a network of over 150 office champions, who work to translate our international climate strategy and priorities into local office-led actions.

DLAb Virtual

DLAb Virtual is our internal crowdsourcing platform, giving our colleagues a way to connect with communities and engage with thought-provoking ideas from both inside and outside the firm. We’ve introduced several channels on DLAB that invite international discussion and debate on S&ESG initiatives and activities. Conversations so far have covered topics such as reducing energy consumption while remote working, and how to make the office more energy efficient.

S&ESG 101 training

In November 2020 we launched a firmwide S&ESG introductory training programme covering a range of key S&ESG issues. The introductory programme is being followed by sector-specific training sessions around themes such as climate change and racial inequality. [See page 95 for more on this.](#)

Employee networks

Our employee networks play a key role in engaging our people with diversity and inclusion issues. This includes holding events and having frank conversations about important topics such as the impact of COVID-19 on workplace gender equality, the Black Lives Matter movement and what it means to be an ally. [Read more on page 36.](#)

What’s next

We’ll continue to roll out our series of short surveys in 2021, followed by a more comprehensive engagement survey in September 2021. We’ll use the insights from these surveys to continue to improve the initiatives and experiences we offer our colleagues, and make our firm a better place to work.

Engaging our colleagues with pro bono work is an important aspect of our efforts to be a responsible business. To open up more opportunities to provide pro bono services, we’re developing a portal where charities and individuals who need pro bono support can post requests for legal assistance. **For more on this, see [page 84](#).**

Volunteering also plays a key role in employee engagement, and in 2021 we’ll launch a new platform that brings all our volunteering, community and pro bono activities together in one place, so we can manage them and measure their impact more effectively.

LOCAL STORIES

In **France**, we carried out an impact survey to assess how our people felt about us as an employer. Led by a national benchmarking group [Choose My Company](#), the survey was completed by 140 colleagues in DLA Piper’s Paris office. Overall, 67% of colleagues who took part in the survey expressed a positive view of the firm, with 69.1% of colleagues ranking the DLA Piper France office favourably in the governance dimension, 70.5% ranking it favourably in the environmental engagement dimension, 73% ranking it favourably in the business engagement dimension, 55% ranking it favourably in the social dimension, and 66.4% ranking it favourably in the human capital dimension.

Following the assessment, DLA Piper’s Paris office was awarded an ESG label, recognising its commitment to social and environmental best practices.



CASE STUDY

Celebrating our lockdown legends



2020 was a testing year for all of us across the International firm. Throughout the year, our people rallied to deliver exceptional service to our clients from their own homes, and continued to support each other through the pandemic.

One way in which we recognised these efforts is through our International Lockdown Legends Awards – a small but powerful campaign to highlight the resilience and contribution of our people during these challenging times.

We invited everyone across the firm to nominate colleagues across 20 categories aligned with our values, and asked them to include a comment explaining why they should win an award. Winners were decided by the number of likes received under each submission. For each award, the firm made a donation on behalf of the winners to a charity of their choice.

A few of our lockdown legends...

The Pro-Bono Legend: **Elena Riva**, Paralegal, Real Estate, in Milan

“Thanks to Elena’s incredible perseverance and commitment, our pro-bono team not only kept going during difficult times but also reached very good results in terms of number of projects delivered and increased active participation by various departments.”

The Trailblazer Legend: **Karolina Mazur**, Office Manager, Property and Workplace, in Warsaw

“Karolina has been doing exceptional work to cater for all office users during the pandemic, making sure that we are safe and taken care of in line with COVID-19 requirements.”

The Team Captain Legend: **Monique Laenen**, Partner, Real Estate, in Amsterdam

“Despite her extremely busy schedule, Monique always makes an effort to check in on how team members are doing and comes up with all sorts of socially-distanced events, virtual meetings and other fun activities to keep the morale up.”

The Challenger Legend: **Rufaro Msindo**, Corporate Management, in London

“Over the summer Rufaro challenged me and others in the firm to be more bold, thoughtful and innovative about our approach to being a truly anti-racist organisation. Rufaro shared her personal experience and practical ways the firm can recognise and attract diverse talent.”

The Community Legend: **Jonathan Pham**, Solicitor, Corporate, in Melbourne

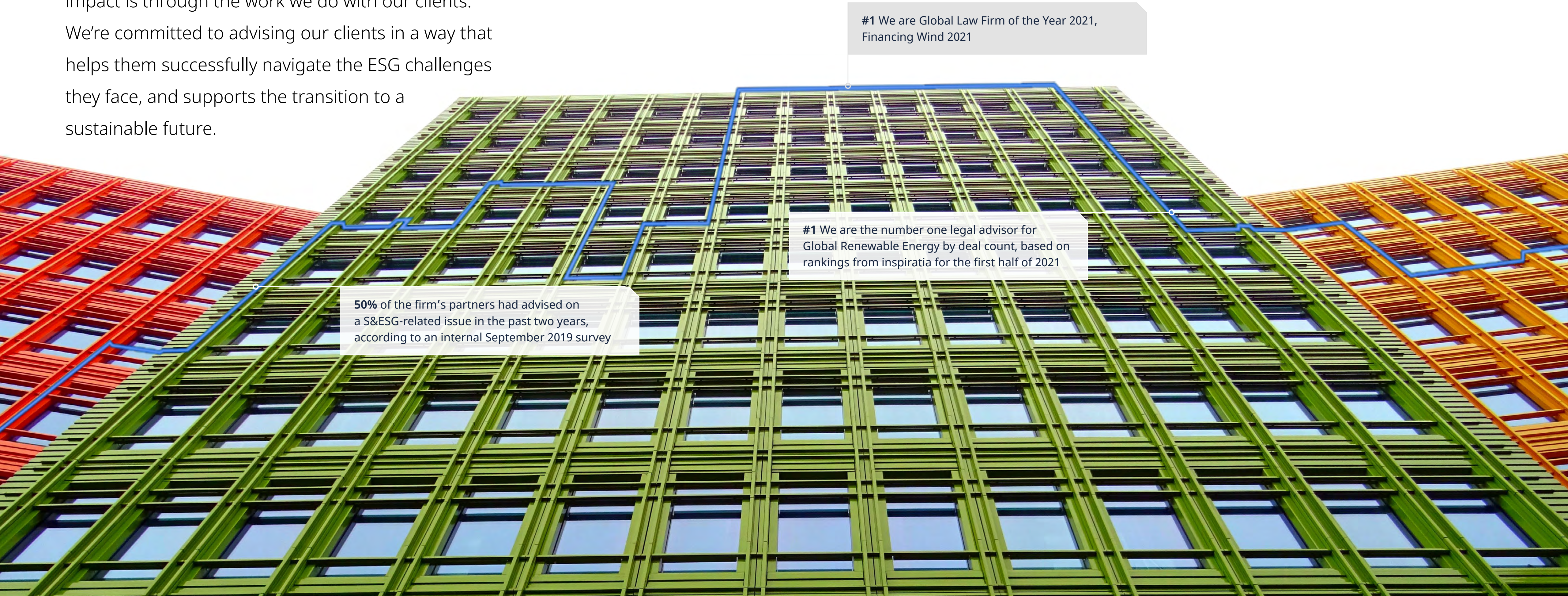
“Jono stood out for how he brought our team together during lockdown. During this time, he arranged numerous virtual social events for the team, including talk show style interviews for all team members that meant we all know each better now than when lockdown started.”

The Approachable Legend: **Jayson Williams**, Head of Marketing and Business Development, in Hong Kong

“Jayson is a role model in creating a supportive and inclusive work environment and is able to remove the ‘fear factor’ as you know that he is someone who you can trust and connect with, without judgement.”

2.0 Our clients

Our most significant environmental and social impact is through the work we do with our clients. We're committed to advising our clients in a way that helps them successfully navigate the ESG challenges they face, and supports the transition to a sustainable future.



#1 We are Global Law Firm of the Year 2021, Financing Wind 2021

#1 We are the number one legal advisor for Global Renewable Energy by deal count, based on rankings from inspiratia for the first half of 2021

50% of the firm's partners had advised on a S&ESG-related issue in the past two years, according to an internal September 2019 survey

Why it matters

DLA Piper’s client base includes many of the world’s major companies, from multinational enterprises to emerging technology companies. Together, they represent more than half of the Fortune 250 and nearly half of the FTSE 350 or their subsidiaries. We also advise governments and public sector bodies.

Collectively, the activities of our clients and the decisions they take have a major societal and environmental impact. Our legal guidance and business advice has a significant influence on that impact. Lawyers are playing an increasingly active role in shaping organisations’ strategic direction in terms of sustainability – and for us, this means encouraging them to go beyond regulatory compliance and focus on improving their sustainability performance. Our work with clients represents our biggest opportunity to make a positive difference to society, reduce environmental impacts, and support a green recovery.

At the same time, the broader impact of corporations is under heightened public scrutiny. As consumer expectations grow and government regulation tightens, companies increasingly expect lawyers to proactively support them in managing S&ESG risks. Supporting our clients with a strong S&ESG offer is therefore an important business opportunity for us.

Understanding the S&ESG impact of our client work – and in particular how our work affects the behaviour of our clients – is a complex challenge, and we have only just begun the journey of measuring it and managing it. We’re making progress, and we hope to report more on this in next year’s report.

SUPPORTING A RESPONSIBLE SUGAR INDUSTRY

Client: Bonsucro



Effective grievance mechanisms can play a crucial role in ensuring legal compliance and managing environmental and social risk – and with new legislation on the horizon in Europe, having such mechanisms will soon be a legal requirement for many of our clients. In collaboration with the Centre for Effective Dispute Resolution, we’ve been working with the non-profit organisation Bonsucro to develop a new grievance mechanism and supporting complaints ecosystem which aligns Bonsucro’s practices with the effectiveness criteria under the UN Guiding Principles on Business and Human Rights.

“As ESG issues become more and more core to our business, it’s increasingly important to us that our legal teams are well versed in these issues and language.”

Jenny Lowe, Head of Estates & Planning,
Aggregate Industries UK Limited

“When we partner with clients, it shouldn’t be just on the basis of who they are, but also who they want to be.”

DLA Piper colleague

“We have really benefited from working with DLA Piper. Amongst other things we worked closely with them to set up a new grievance mechanism for our organisation. They led the process to design a new procedure in line with the UN Guiding Principles on Business and Human Rights and OECD Guidelines. The team I have worked with are very client focused. They always try their best to understand our commercial context as well as the complexity of driving the ESG agenda through global supply chain and multi-stakeholder initiatives, such as ours.”

Danielle Morley, CEO, Bonsucro

GOVERNANCE AND MANAGEMENT OF S&ESG CLIENT OFFER



Jean-Pierre Douglas-Henry, Managing Director, Sustainability & Resilience, who sits on the Executive holds overall responsibility for coordinating and intensifying the firm’s actions across Sustainability & ESG.

Our S&ESG offer is led by our International Head of S&ESG, Natasha Luther-Jones. She chairs our S&ESG Steering Committee, which is responsible for supporting the S&ESG strategy and ensuring it is implemented across locations, groups and sectors.

We take a sector-based approach, with individual sector groups responsible for understanding the S&ESG challenges and priorities of clients in their sectors and developing related strategies, as well as ensuring that their teams are trained in relevant S&ESG issues. This approach is supported by our network of S&ESG Sector Champions: lawyers from each of our sector groups charged with leading the development of our S&ESG service offer for their sector. They come together as a group monthly to find synergies, and share progress and insights.

We also have a wider network called the S&ESG Special Interest Group, which allows colleagues to share knowledge, experience and credentials across jurisdictions and collaborate in our S&ESG client service development and internal and external training series. The network is open to all our colleagues.

S&ESG Trainee Champions have been nominated across each of our UK offices. They take the lead in supporting our S&ESG Steering Committee and Sector Champions in developing and delivering client offerings, and operate as a balance to the mature perspectives of the Steering Committee, harnessing the power of diverse opinions and experiences. As our UK trainees move around the business during their training contracts, the S&ESG Trainee Champions act as ambassadors for S&ESG across different departments, and obtain a cross-group perspective on how these multi-faceted issues can be addressed in a holistic manner.

“There has been a huge shift for business in the last couple of years due to the impact of strong public awareness around climate change, waste/pollution issues and natural resource exploitation crunch points, combined with political commitment and the generation-defining pandemic. As a result, the corporate, finance and investment markets that my clients operate in have already been transformed and there is clearly much more to be done. Legal services provision is a trust-based advisory role and on these topics we need to be authentic and we need to be ahead. As a leading global business law firm, we cannot talk the talk without our own properly orchestrated ambitious, science-based targets and defined pathways to achieve them, so our own advanced position on sustainability, as reflected by the report, is key and sets us apart.”

Bryony Widdup, Partner, Finance, Projects & Restructuring, in London



What we're doing

Our S&ESG service: How we work with clients

The growing focus on S&ESG issues has radically changed companies' business landscape. Many of our clients face more intense scrutiny and increased regulatory requirements. Through our S&ESG client offer, we help clients navigate these challenges, so they can create sustainable value.

Because each sector faces its own unique sustainability challenges and requirements, we take a sector-based approach to our S&ESG client work. All employees and partners have access to S&ESG training and ([see page 49](#)), all our lawyers are trained in sustainability issues, so they can apply this knowledge to their existing sector expertise. We view sustainability as a global challenge that requires local implementation, so we depend on the knowledge and understanding of locally embedded, networked lawyers in one global firm.

We support clients at all stages of their sustainability transition. For those at the beginning of their journeys, our support includes developing roadmaps, benchmarking their performance against their peers, and reviewing their reporting and disclosure. For clients at more advanced stages, we help embed change by drafting and implementing policies, and ensuring that S&ESG considerations are included in due diligence reviews.

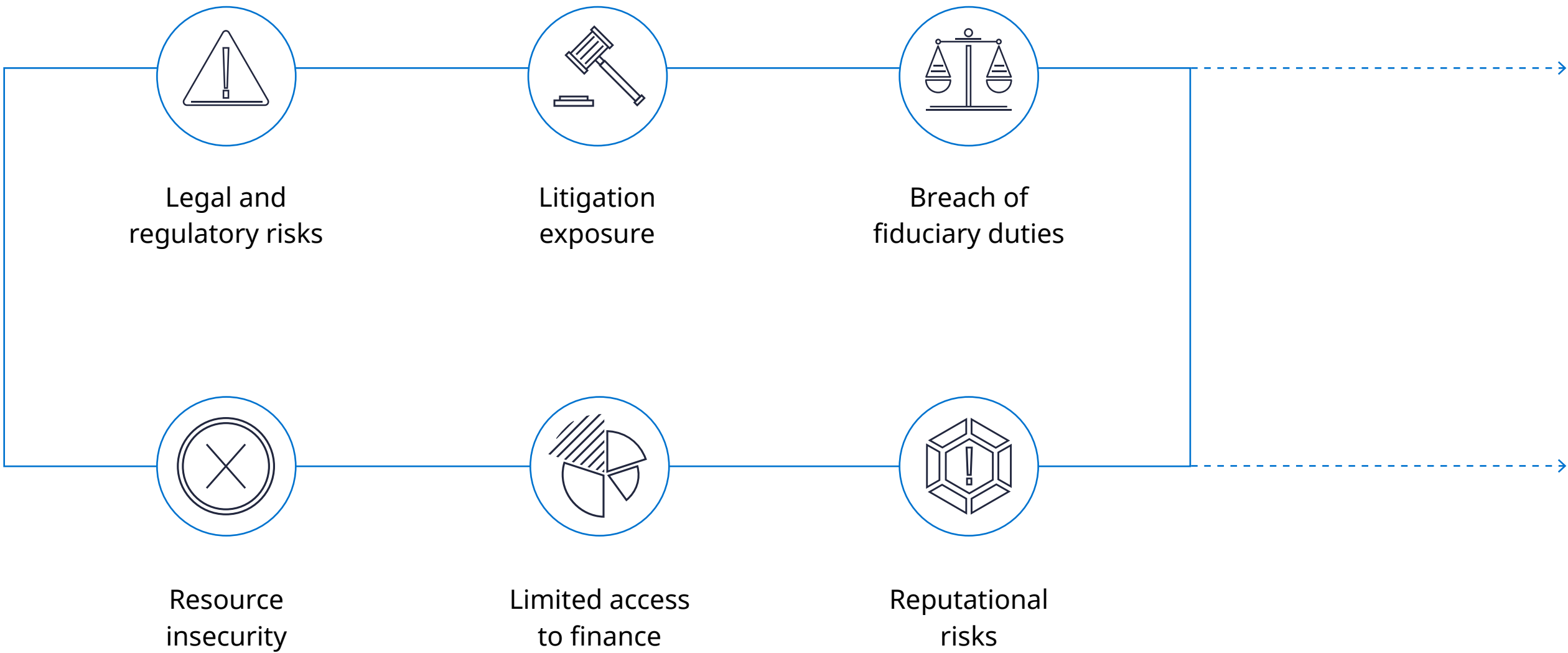
For our guidance to be credible, it's essential that we lead by example. Our own sustainability transition, and the actions we are taking to measure and manage our own impacts, underpin our S&ESG client approach.

“S&ESG affects every aspect of human behaviour and it is relevant across all geographies and all industry sectors. Of course it is a colossal challenge, but it is also hugely invigorating – demanding that we look afresh at everything we and our clients do. Inevitably it will be assimilated into the way we live and it will cease to be so consciously centre stage. But centre stage it is for now and our response to it – as professionals and as private individuals – will have an indelible impact on our future. It creates an unprecedented chance for us all to shape and optimise social and commercial behaviour and to create the legal and regulatory architecture needed to underpin that. The enthusiasm, reach and resource of DLA Piper to engage with and respond to this opportunity makes for an exciting platform which will be hard to match.”

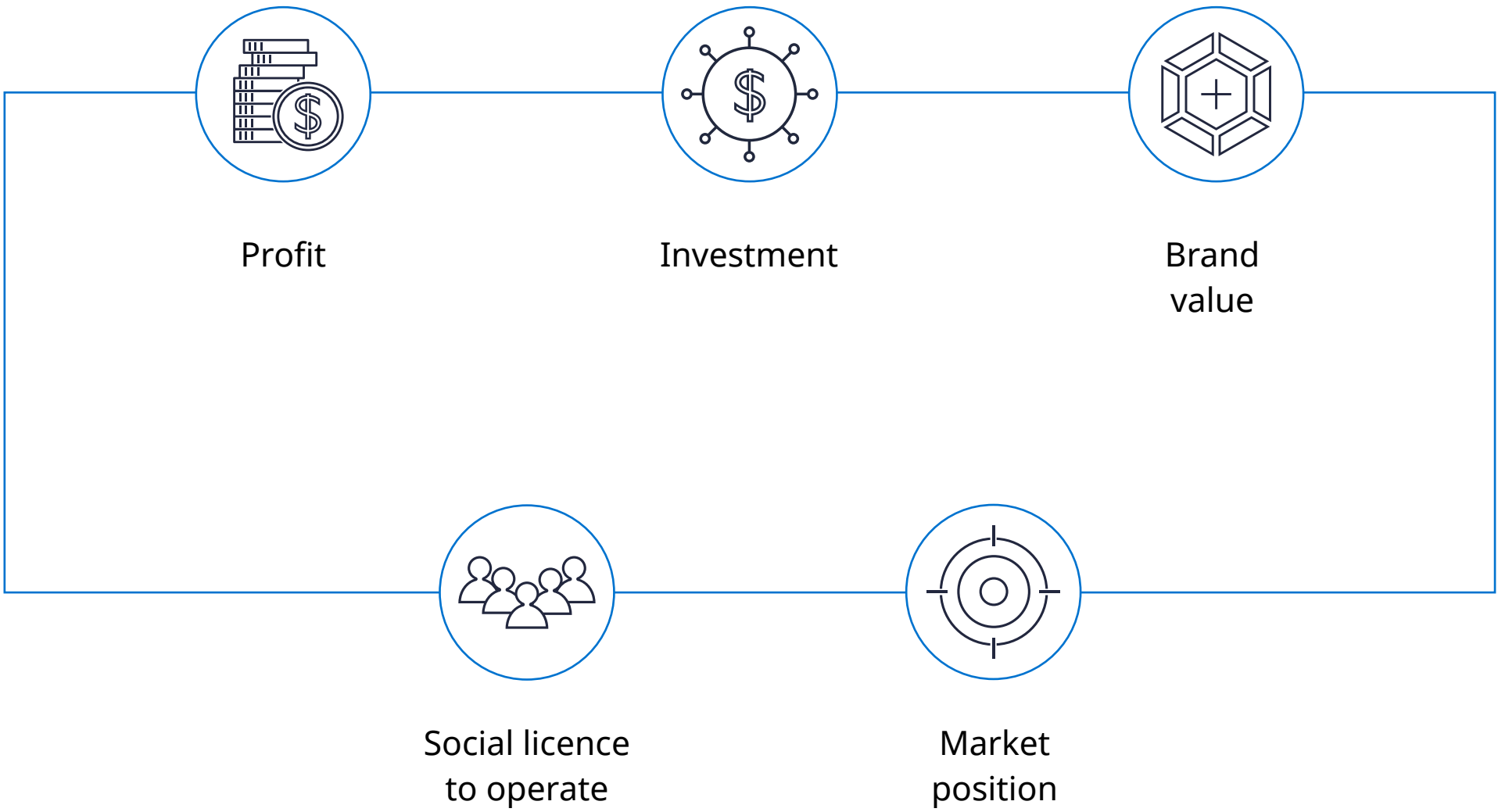
Alex Tamlyn, Partner, Corporate, in London

How does S&ESG affect our clients?

BUSINESSES MUST INTEGRATE SUSTAINABILITY – OR
FACE EXPOSURE TO UNCERTAINTY AND MAJOR RISKS:



BUSINESSES THAT FAIL TO ADDRESS SUCH RISKS STAND TO LOSE:



Being a credible sustainability partner

In terms of making a positive contribution to sustainability, our relationship with our clients works both ways. Just as we advise our clients on S&ESG issues and help them create sustainable value through our S&ESG services, we also partner with them to help us manage our own sustainability impacts, sometimes in collaboration with other external stakeholders. In this way we work towards common sustainability goals and tackle challenges together.

We believe that being a trusted, credible sustainability partner means listening closely to our clients, but also challenging them when we feel it’s right to do so. For example, many of our clients provided valuable feedback for our materiality assessment, helping us identify the impacts and concerns that mattered most to them. At the same time, we’re active in shaping our clients’ sustainability strategies. This includes pushing back on assumptions and encouraging clients to embrace change and do things differently.

Partnerships with our clients range from diversity campaigns to thought leadership events shining a spotlight on sustainability challenges and solutions. Partnership examples include:

- **Pro bono work.** We welcome in-house legal team clients to partner with us on pro bono projects, providing opportunities for in-house lawyers to work on a diverse range of pro bono initiatives. Our pro bono work focuses on supporting children’s rights and improving access to legal support, particularly among displaced people. For example, we’ve recently delivered Know Your Rights training sessions in the UK alongside our clients NatWest

and AIG. AIG and JP Morgan are collaborating with us on our clinic helping migrant children to regularise their British citizenship and Burberry has helped us to co-deliver legal education training sessions for young entrepreneurs from low-income backgrounds with The Prince’s Trust. [See page 71.](#)

- **Social mobility initiatives.** We collaborate with clients to promote awareness of the importance of improving social mobility, and in practical ways to increase access to opportunities for young people. Examples include our sponsorship of DiveIN, a festival promoting diversity and inclusion in the insurance sector. In addition to our sponsorship, we have worked with clients to deliver events to unpack social mobility and share ways organisations and sectors can make positive changes. We also work with clients, like HSBC and Lloyd’s Banking Group, on the delivery of Head Start, our outreach programme for talented young people who face social and economic barriers to entering the legal profession. [See page 74.](#)
- **Investing in developing countries.** We partner with clients on our Global Scholarships Programme, which supports outstanding law students in less developed countries. Our clients Visa, HSBC, and Unilever have contributed to the programme by providing mentors or hosting our Fellows around the world. [See page 77.](#)
- **Thought leadership initiatives, including joint research projects and advocacy work.** We’ve organised a series of roundtable events with Chatham House to bring together key stakeholders to discuss climate challenges ([see page 97](#)). Other recent initiatives examining

sector-specific sustainability issues include our 2021 [report](#) on S&ESG issues in the insurance sector, giving decision-makers, in-house counsel, sustainability officers and others an overview of current developments and support in developing their sustainability strategies. We also launched our [Climate Transition podcast](#), focused on the energy and natural resources sector.

- **Diversity and inclusion initiatives.** Our clients play an important role in our diversity and inclusion campaigns – for example, by taking part in our employee network webinars and other events to talk about diversity issues. We also share best practice and insights with our clients to support their diversity and inclusion initiatives. [See page 26.](#)

As part of our environmental strategy, we’re also exploring different ways of working with clients to reduce our contribution to their carbon footprints. This includes cutting down on business travel and introducing more remote collaboration. [See page 92 for more on this.](#)

“Collaboration needs to be deeper, with our people and our clients.”

DLA Piper colleague

Technology and innovation

We believe that investing in innovation – including technological innovation – is an important part of being the law firm of choice for our clients. We have a dedicated IT team exploring and integrating innovative new IT solutions, many of which support our S&ESG strategy. For example, our focus on digitalisation will play a vital role in reducing our overall carbon footprint.

Our investment in digital technology and cloud-based IT systems has been a valuable support during the COVID-19 pandemic, helping us make the transition to remote working quickly. At the same time, we have ramped up our digitalisation agenda in response to the pandemic.

Innovation is also a key aspect of our S&ESG service. Harnessing cutting-edge technologies such as AI and machine learning, we provide clients with tools and new ways of working that help them manage risk and integrate S&ESG considerations into their business more efficiently, such as through our partnership with Datamaran® (see to the right).

Law&

To rise to the challenges and opportunities of the future, we believe that the practice of law requires a radical mindset, innovative approach and the latest technologies. Law& is our brand that brings together our solutions beyond traditional legal services to help our clients’ businesses succeed. From consultancy to cutting-edge AI, it integrates technology and first-class commercial and legal knowhow.

One of our Law& offerings is DLA Piper Business Advisory which was formally launched in early 2021. It provides solutions to clients’ real problems via an integrated team of lawyers, subject matter experts and other advisers. These solutions centre around the firm’s legal strengths, target very specific client challenges and have been co-designed by our legal and business advisory teams. The delivery teams work together end-to-end to deliver outcomes, with clients deriving benefit from having a single point of accountability.

S&ESG is one of these very challenging areas for our clients. Our integrated legal and business advisory solution spans environment, social and governance factors to develop and implement sustainability strategies that mitigate risks and create sustainable value for clients. Importantly, almost any S&ESG engagement will ultimately become a cross functional change exercise for our clients.

Another recent example of our technological innovation that supports the S&ESG agenda is Aiscension, an AI-based risk management service we developed in partnership with Reveal that is able to detect illegal cartel activity, including price fixing, bid rigging, market sharing, collective boycott, and exchange of competitively sensitive information.

DATA-DRIVEN S&ESG DUE DILIGENCE



As the focus on S&ESG continues to intensify, it’s more important than ever that companies understand how these trends impact their customers and the bottom line. To make this process easier for our clients, in 2021 we partnered with Datamaran®, a cloud-based S&ESG risk management and data platform, to develop a tool for integrating S&ESG considerations into legal due diligence.

Powered by AI, the Datamaran platform enables evidence-based insights and a near real-time assessment of material human rights and S&ESG risks that can be tailored to a client’s specific requirements. By combining this platform with our S&ESG experience and cross-sector capabilities, we can offer clients a data-powered solution for embedding S&ESG due diligence across corporate activities and decision-making.

“As regulatory and investor demands continue to increase, applying a third lens to legal due diligence that enables integration of S&ESG considerations into business as usual will be critical to remaining competitive.”

Natasha Luther-Jones, DLA Piper International Co-Head, S&ESG, in Leeds

What’s next

In the future, we want to do more to ensure that the advice and support we provide is set in the context of a wider understanding of our clients’ S&ESG performance and sustainability goals. We’re encouraging our lawyers to start conversations with clients, so we can gain more insight into their wider strategic ambitions.

We’re also looking at how to better quantify the S&ESG impacts of our work with clients, so we can work together on shared S&ESG objectives. One area we’re exploring is co-creating an annual carbon budget with clients, but we’re also looking beyond that at the possibility of providing an annual S&ESG report that captures both climate and social impacts of our work together.

“How do we define and measure the impact of our client advice?”

DLA Piper colleague

BALANCING THE NEEDS OF LAND USERS AND INDIGENOUS PEOPLES

Client: Sandfire

For industries involving intensive land use such as mining, it’s vital that the needs of local communities are taken into account. That’s particularly true for the DeGrussa Copper-Gold Mine, which operates in an area of Western Australia with close connections to Aboriginal heritage. Since 2011, we’ve advised the mine’s owners and operators Sandfire on native title and Aboriginal heritage matters, ensuring that the company’s activities and policies are in line with indigenous land use agreements and human rights requirements.



ENABLING SAFER DATA MANAGEMENT

Following the introduction of new EU legislation around data management, our global data protection team created Transfer, a methodology to help our clients meet the new data transfer requirements. Transfer helps data exporters and importers assess the safeguards available when transferring data to particular third countries, and to determine whether they are adequate.



“A good understanding of sustainability trends, legislation, and terminology, as well as what should be a client’s strategic and compliance focus in this area, is a key factor of success in the legal profession of the future. As lawyers, we need to step up to the pace of market innovation and provide meaningful contributions to our society’s transition to sustainability in an inclusive and fair manner. We shouldn’t only point out the problems and expect others to make the hard decisions, but actively create solutions and assume our own responsibility for making them work and learning when they don’t.”

Raluca Radu – General Counsel FairPhone B.V.,
Co-Founder of the Legal Innovation for Sustainable Investment (LISI) Foundation

3.0 Our suppliers

DLA Piper has a network of 9,000 suppliers and sub-contractors providing goods and services to our operations in more than 30 countries across the world. We're committed to working together with our suppliers to manage S&ESG risks in our supply chain, and make a positive contribution to sustainability.

Our goals

- 100% of key suppliers to have signed our updated Sustainable Procurement Policy and new Supplier Code of Conduct
- 100% of key suppliers to have contracts that include clauses on environmental, labour, and human rights requirements
- 100% of all key suppliers to have sustainability objectives in place
- 100% of colleagues with procurement responsibilities across all locations to receive training on the Modern Slavery Act

9,000 suppliers

96% of our carbon footprint comes from our supply chain

Why it matters

Our supply chain is made up of businesses and sub-contractors providing goods and services that support our operations. These include professional services and consultancy, property, facilities management, human resources, information technology and marketing. Our 2020 supply chain risk assessment (**see next page**) identified 155 of these suppliers as higher risk in terms of social and environmental impacts.

We aim to work closely with these key suppliers to reduce supply chain risks and contribute to sustainable growth. By promoting sustainable procurement practices and collaborating with our key suppliers effectively, we can maximise efficiency and drive value for our business, while also addressing pressing social and environmental concerns.

While our approach to supply chain management focuses on key suppliers, we’re also looking at how we can support smaller suppliers on S&ESG issues: for example, by helping them share resources more easily, and supporting them to meet new regulatory requirements.

Our sustainable procurement strategy focuses on two areas:

1. Identifying and managing S&ESG risks in our supply chain

We have carried out an assessment of environmental and social risks in our supply chain, and we’re working to develop and strengthen our due diligence programme to mitigate risks.

2. Collaborating with suppliers and clients on improving S&ESG performance

As well as mitigating risks, our ambition is to work in partnership with our key suppliers to act on opportunities that exist to make a positive contribution to sustainability. We have plans in place to step up our collaboration with suppliers on a range of S&ESG issues, including taking action on climate and supporting local, small and diverse-owned businesses.

S&ESG in the procurement lifecycle

S&ESG performance criteria are integrated throughout our procurement lifecycle, via:

- the request for information and request for proposal process
- our information security assurance assessment for suppliers
- supplier scoring and selection criteria
- contract service level agreements, KPIs, standards and policies

For some of our key suppliers, we also review S&ESG performance during supplier management meetings.

SUSTAINABLE PROCUREMENT GOVERNANCE



Formed in 2020, our Sustainable Procurement Working Group is charged with integrating social, environmental and economic considerations into how we manage our purchasing. The Working Group brings together colleagues from key relevant functions, including Procurement, Responsible Business, Risk, and Property and Workplace. It meets at least quarterly to drive progress against its annual sustainable procurement work plan, which includes annual targets.

The Working Group is responsible for reviewing and responding to S&ESG risks, and ensuring compliance with our responsible procurement policies and management systems. These include our Sustainable Procurement Policy and Supplier Code of Conduct (**see next page**). Our policy framework for working with suppliers also includes our Human Rights and Modern Slavery Policy, Diversity and Inclusion Policy, Ethics Policy, Whistleblowing Policy, and Anti-Bribery and Corruption Policy. The Group is sponsored by and reports to our COO Jacqueline King.

Our central procurement team is responsible for strategic sourcing and supplier relationship management, as well as overseeing the integration of S&ESG performance criteria throughout the procurement lifecycle (**see to the left**). In 2021 we expanded the procurement team, which has increased our capacity to manage S&ESG procurement issues.

What we’re doing

S&ESG supply chain risk assessment

In 2020 we carried out an S&ESG supply chain risk assessment to understand the environmental and social risks associated with our procurement activities, and identify the highest risk suppliers internationally.

The assessment identified 155 suppliers who were classed as higher risk in terms of potential environmental and social impacts. We are currently engaging these suppliers to ensure they have received and agree to our Sustainable Procurement Policy and Supplier Code of Conduct.

Over the next financial year we’ll work to advance our S&ESG due diligence practices. For example, we plan to audit a sample of our highest risk suppliers for S&ESG performance, as well as offering training to help suppliers improve S&ESG performance where needed.

We’re also currently building S&ESG elements into our new supplier segmentation, performance management, governance and assurance processes. Once this new system is fully up and running, suppliers will be continuously assessed in relation to S&ESG risks, and any compliance or performance issues will trigger appropriate levels of action: for example, audits, training, or improvement plans.

Mapping our supply chain carbon footprint

According to an assessment we carried out in 2020, 96% of our total carbon emissions result from sourcing goods and services from suppliers.

As part of our environmental sustainability strategy ([see page 89](#)), we have set a science-based target to reduce our total carbon emissions by 50% by 2030, in line with the aims of the Paris Agreement. Because our supply chain is by far the main source of our overall operational climate impact, working with our suppliers on reducing their emissions will be central to achieving this aim.

As part of our 2020 assessment, we mapped the carbon hotspots in our supply chain, to gain an insight into which areas have the biggest impact in terms of carbon emissions. Based on these findings we’re currently developing a supplier engagement strategy so we can better understand the carbon impact and ambitions of our suppliers and work with them to reduce their emissions.

As part of our efforts to achieve our carbon reduction target, we are also working with our suppliers to reduce emissions from our business travel and switch to purchasing renewable energy where possible. **Read more about this in Our environment section on [page 94](#).**



155 suppliers identified as higher S&ESG risk



100 suppliers account for 50% of all carbon emissions stemming from our supply chain

SUSTAINABLE PROCUREMENT POLICY AND SUPPLIER CODE OF CONDUCT



In 2020, we strengthened our sustainable procurement strategy by publishing an updated [Sustainable Procurement Policy](#), and a [Supplier Code of Conduct](#).

The Sustainable Procurement Policy outlines the firm’s approach and objectives for sustainable procurement. These include supporting full and fair opportunity and diversity in our supply chain, and ensuring that human rights are protected in line with international principles such as the Universal Declaration of Human Rights. The policy has been updated to better align with ISO 20400 (Sustainable Procurement) principles.

The Supplier Code of Conduct outlines the expectations we have for our suppliers and partners around issues such as human rights, child labour, health and safety, environmental sustainability and anti-bribery and corruption.

Diversity and inclusion in our supply chain

As part of our sustainable procurement strategy, we want to promote diversity and inclusion in our supply chain. Where possible, DLA Piper supports and develops supplier relationships with minority-owned businesses and social enterprises, such as those run by women, people with disabilities, black people and those from minority ethnic groups. For example, in Australia, our Reconciliation Action Plan focuses on procuring from indigenous businesses (**see to the right**).

Modern Slavery training

Since 2020, all employees with procurement responsibilities receive annual mandatory training around the Modern Slavery Act (UK and Australia) and potential human rights issues in our supply chain. The training covers warning signs to look out for when interacting with suppliers, and how to raise concerns. In 2020/21 80% of relevant colleagues (128 people) have completed the training.

During the next financial year we’re planning to make this training mandatory for all our people, regardless of their role, and to improve the completion rate.

Read our latest Slavery and Human Trafficking Statement [here](#).

What’s next

Going forward, one of our biggest priorities will be working with our key suppliers to reduce carbon emissions in our supply chain carbon hot spots, to help us meet our science-based carbon reduction target by 2030. We have engaged Carbon Intelligence, our main climate strategy partner, to help us develop and implement our supplier carbon engagement strategy.

In the next financial year, we’ll also continue to focus on assessing our existing procurement management systems against best practice, and ensure we’re fully integrating S&ESG due diligence processes throughout the entire procurement management lifecycle. This means more closely aligning to the ISO 20400 (Sustainable Procurement) standard.

This will include launching a new supplier segmentation and relationship management framework (Total SRM), which will integrate supply chain operational and S&ESG risks in one integrated system. The framework will allow us to prioritise suppliers based on risks, including S&ESG risks, more efficiently.

THIRD-PARTY ASSESSMENTS

To measure our progress, our sustainable procurement performance is assessed and rated by recognised independent third parties. In 2020 we received a B on our CDP Climate Supplier Engagement Rating, and a score of 40/100 in the EcoVadis Sustainable Procurement category.

The assessments identified several areas for improvement, including providing more supporting documentation and better reporting. Plans are already underway to improve our performance in these areas, and we hope to increase our scores in the next round of assessments.



RECONCILIATION ACTION PLAN IN AUSTRALIA

In **Australia**, we work closely with Aboriginal and Torres Strait Islander peoples to nurture economic empowerment. This is a key element of our responsible business practice, and central to our Reconciliation Action Plan agenda being delivered across our Australian offices.

We have expanded our supply chain of Indigenous businesses and developed an Indigenous Procurement and Supplier Diversity Policy in Australia. Goods and services we source from Indigenous businesses include insurance, catering, cultural competency education, design and printing.



LOCAL STORIES

In the **UK**, DLA Piper is an accredited Living Wage Foundation (LWF) Employer. This means that all contracted employees working on our premises receive at least the Living Wage Foundation hourly rate. This rate increased in late 2020, and as a result 142 contracted employees received an uplift to the new LWF rates.



CASE STUDY

Putting sustainability first



Sustainability performance is playing a growing part in our procurement decisions, and many of our long-term strategic suppliers go above and beyond in their management of S&ESG impacts. Hospitality provider Searcy’s, document services business Ricoh and cleaning and security provider 14forty are all examples of trusted suppliers who are putting sustainability at the heart of their business.

Searcy’s is our main catering provider for our London offices. The company has made a range of pledges to ensure the ingredients it uses are sourced sustainably, including ensuring that 90% of all seasonal fruit and vegetables used in its menus are sourced from the UK. Searcy’s has also committed to minimising the use of disposable plastic cutlery and packaging, switching to reusable alternatives wherever possible.

Ricoh has several policies and commitments in place to support diversity and inclusiveness in the workplace. For example, as a Disability Confident signatory, Ricoh has pledged to continuously review its recruitment processes to ensure they’re accessible to disabled people. Meanwhile, 14forty works closely with our procurement team to minimise the environmental impact of its cleaning services, including reducing water consumption and minimising the use of chemicals.

We’re planning to increase our engagement with strategic suppliers like these in the future, working more proactively together to improve our collective S&ESG performance.

“We work extremely closely with DLA Piper’s procurement team to ensure both of our sustainability agendas are at the forefront of our activities. We incorporate social and sustainability initiatives in our strategic roadmap and service innovations, and present these at our monthly and quarterly business discussion meetings.”

Lucy Poole, 14forty Account Manager for DLA Piper UK



4.0 Our society

As one of the largest multinational law firms, we have a significant impact on people, communities and business. We're working to gain a deeper understanding of our impact, so we can contribute to reducing inequality and building a fairer world.

228,852 pro bono hours* contributed in 2020

130 students in 5 countries are currently supported by our Head Start programmes around the world

59 Fellows across 18 countries are currently supported by our Global Scholarships Programme

GBP276,348 raised and donated for social causes in 2020

* Pro bono hours are given as global figures, including our US offices

Why it matters

Law firms are in a unique position to drive positive societal change. Lawyers make a major contribution to civil society, protecting the vulnerable, reducing inequality, widening access to justice and embedding the rule of law. Through our community partnership programmes, recruitment practices and inclusion efforts, we also have the opportunity to improve social mobility, breaking down barriers to entering and succeeding in the legal profession.

At a time when communities around the world are facing profound social and economic challenges, and conversations about inequality have intensified, we have an even greater responsibility to understand our impact and the role we can play in building a fairer and more sustainable society.

This issue is also important for our business. Increasingly, clients expect law firms to live up to high standards of social responsibility. Taking action to support social causes also raises our reputation as an employer, ensuring we can continue to attract and retain the best talent.

There are many ways we can have an impact on society, from the advice we give to our clients, to our pro bono work and our community partnerships. Our approach to recruitment and the way we treat our people also plays a role in our social impact. To understand the way we affect society, we need to look at it holistically, taking each area into account.

Gauging the full impact we have on society is a big task, and we still have work to do in this area – especially in assessing the impact of the service we provide to clients. We’ve begun to make progress by developing a robust approach to evaluating the impact of our pro bono work and community programmes, and how our partnerships in the least developed countries contribute to those economies and communities. Our social impact is part of our purpose, and will be a focus for us over the coming year.



HOW WE MAKE AN IMPACT



We have an impact on society through:

- The **advice we give our clients**. Many of our clients are large multinational companies, and their activities have a major societal and economic impact. **Our legal guidance has a significant influence on that impact.** See [Our clients](#) for more on this.
- Our own operations, particularly through our **internal diversity initiatives** (see [page 26](#)) and **our work with our supply chain** (see [Our suppliers](#)).
- Our **community partnerships**, which are led by our people and engage schools, universities and charities with the aim of improving lives and access to opportunities.
- Our **outreach programmes**, which respond to the needs of our communities and help us improve our own processes and policies, with the goal of improving the diversity of the legal profession.
- Our **pro bono work** to promote the rule of law and improve access to justice, assisting individuals and charities, largely focused on displaced people and other vulnerable groups and our capacity building practice working with UN agencies and governments in post-conflict and least developed countries.

What we’re doing

Our approach

We aim to create long-term, sustainable solutions to social challenges. We invest our resources and efforts where we can have a substantial and long-term impact, addressing key societal issues for our sector. At the same time, we ensure that our people have the freedom to engage with community groups and charities, addressing issues they care most about.

There are two key aspects of our social impact work: community outreach programmes that address social inequality; and volunteering and awareness-raising activities to support disadvantaged groups. Together, these initiatives provide many opportunities for our people to make a positive difference in society and support their local communities. All our people can use up to two days per year to volunteer or get involved in our external social impact work.

We believe this approach benefits our business as well as society. Supporting communities helps challenge us to think more broadly about talent. It also gives us a real-world view of the challenges faced by people from under-represented groups, informing our internal policies, processes and decisions.

Tackling social inequality

Rising rates of inequality represent a significant global challenge. It is one of the root causes of regional social and political instability, mass human displacement, disparities in health and education, vulnerability to natural disasters and economic fragility. We have an important moral obligation to take action, but there is also a strong business case – because inequality and economic exclusion have a negative impact for our business and also for our clients.

Through our network of offices in emerging markets, we support many developing countries to transition from aid-led to private sector-led economies. We do this by:

- working with governments to identify and remove barriers to foreign direct investment;
- introducing our clients to opportunities for inbound investment;
- creating new local jobs; and
- supporting skills transfer and capacity building.

We undertake long-term outreach work in collaboration with a range of community partners, including charities, schools, universities, and government, both at a local and national level. By collaborating, we ensure that our work aligns to the SDGs, addresses critical issues, and tackles the root cause of inequality to drive sustainable change.



Breaking down social barriers through Head Start

Run in several of our locations throughout the world, our [Head Start](#) programmes support talented young people who face social, economic or cultural barriers to entering and succeeding in the legal profession.

Head Start works with students from groups that are less likely to enter and succeed in a professional services career, identified using evidence-based social equality criteria. The programme helps students increase confidence, build networks and gain knowledge through a mixture of internships, skills training and mentoring. Head Start can last from 18 months to five years, depending on the location.

While Head Start is not a pipeline programme, three Head Start Scholars have joined the firm in permanent roles, two as graduates in Australia in 2018 and 2020 and one as an apprentice in the UK on our pilot solicitor’s apprenticeship programme in 2021. A fourth Head Start alumnus will join the firm in the UK as a trainee solicitor in 2023.

HEAD START AROUND THE WORLD



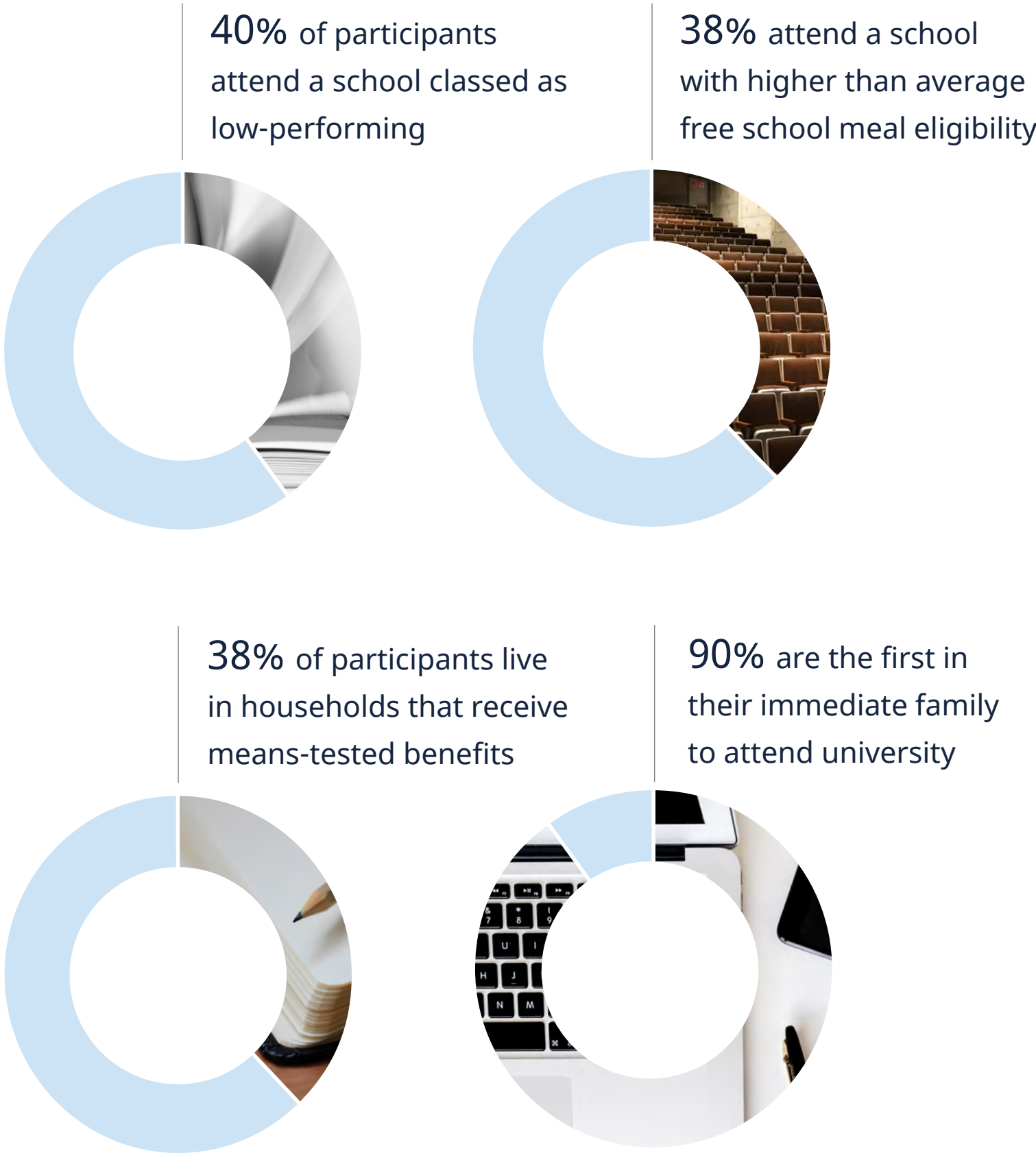
In the **UK**, our Head Start programme currently supports 95 students from six cities.

In **Australia**, the programme supports Aboriginal and Torres Strait Islander students. Run in partnership with CareerTrackers, the programme is part of our Reconciliation Action Plan.

In **China**, Head Start supports eight law students who come from remote and rural parts of China.

In **Kenya**, Head Start launched in June 2021. The five-year programme is currently supporting 20 students, and is run in partnership with Kenya Commercial Bank.

HEAD START UK



Leadership and advocacy

We take a leading role in advocating for better social mobility. For example, in 2019 we were the first law firm to sign the [Social Mobility Pledge](#), and published [Levelling Up Law](#), the legal sector’s first social mobility road map. In 2018, Sandra Wallace, DLA Piper’s joint Managing Director for Europe, was appointed as one of only 12 Social Mobility Commissioners in the UK, and in 2020 was awarded Champion of the Year at the UK Social Mobility Awards.

We’re also founding members of [PRIME](#), an alliance of law firms across the UK committed to improving access to the legal profession through work experience. We continue to be members of the PRIME Board.

Other examples of our advocacy work include our partnership with the [Sutton Trust](#), a nonprofit organisation that champions social mobility through programmes, research and policy influence. We sit on the Trust’s Pathways Advisory Group, where we help to shape their programmes based on our experience and knowledge.

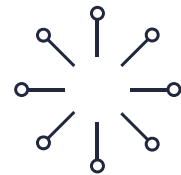
This year we also partnered with the UK’s Social Mobility Awards as a sponsor for the Innovation category.

“We can’t be quiet. We should take a position on issues. We are under huge scrutiny.”
DLA Piper colleague

“As someone from a working-class background, I understand how it can feel like you’re always working against the odds. The barriers can be subtle. It’s when you hold yourself back from applying for a role because you make assumptions about the type of people that fit in at the organisation. When you feel out of place because you’ve never been abroad for holidays. It’s when you think your accent makes you stand out for being from a certain part of the country or class. Or when you think you can’t ask for training opportunities because you don’t feel confident in your work environment and don’t have a mentor who can guide you.”

Sandra Wallace, Partner, Employment, Social Mobility Commissioner and DLA Piper joint Managing Director for Europe, in Birmingham

SOCIAL MOBILITY: 2021 HIGHLIGHTS



Social Mobility Employer Index submission

In June we made a submission to the 2021 [Social Mobility Employer Index](#), run by the Social Mobility Foundation. The submission covered our social outreach and recruitment strategies, as well as our response to COVID-19. The results will be made public in November. In 2019 the index ranked us 18th out of 75 organisations.

City of London Social Mobility Pledge Working Group

From February to May we were part of a working group providing recommendations to [Levelling Up Law](#), an action plan to make the legal profession more accessible to all talent. The project brought together The Social Mobility Pledge, the CLLS (City of London Law Society), 12 law firms and chancellors of the UK’s most diverse universities.

Social Mobility awareness events

In January we hosted an event discussing the impact of COVID-19 on young people, and how businesses can practically respond to the unique needs and challenges of young people from lower socioeconomic backgrounds.

SUPPORTING SCHOOL PUPILS AND STUDENTS DURING THE PANDEMIC

COVID-19 has exposed stark social disparities in access to technology and education. When lockdowns were introduced, children were asked to complete schoolwork online, and it became clear that many families from disadvantaged backgrounds didn't have the computer hardware or internet connection to keep up. We saw an opportunity to help – so we launched campaigns in the UK and Italy to get vital technology into the homes of families who needed it.

In the UK, we set up a campaign in partnership with [Solidaritech](#), a Bradford-based charity that puts unwanted technology to good use. Through the campaign, our people donated more than 100 personal devices such as laptops, tablets and smartphones, which were then passed on to Solidaritech to be refurbished and given to families in need. The devices were donated to the education charity School Home Support, the Refugee Council and state schools throughout Bradford.

In Italy, we launched a similar project called the Device Drive, with the Community of Sant'Egidio and the Department of Computer, Automatic and Management Engineering at La Sapienza University in Rome. Through the project, DLA Piper donated laptops to more than 170 families living below the poverty line to enable school pupils to study from home.

COVID-19 has widened social inequality in many other ways. Students and graduates have been hit particularly hard, with college leavers facing an unusually tough labour market. Young people have had limited support during the pandemic, and many have lost confidence. A recent study found that 77% of 16–18-year-olds in further education were performing lower than expected during lockdown.

As a firm committed to improving social mobility, we want to contribute to future proofing education and career access programmes. To that end, we will be working with social mobility organisation the [Sutton Trust](#) and other law firms to develop online resources for students who have been most affected by the pandemic. The resources will be made available on the Sutton Trust Online platform. In 2021, also in partnership with the Sutton Trust, we will publish a report that assesses the impact of COVID-19 on social mobility, and make recommendations on how to address the challenges young people – in particular law students and graduates – face as a result of the pandemic.



69% of children aged between 6–10 in Rome were excluded from online education for six months during the COVID-19 outbreak

“The screen is so big and shiny! I can even read my homework now!”

Device drive recipient from the School Home Support Network, aged 6

“My husband and I lost our jobs during lockdown and we couldn’t afford a laptop. This is the first time we’ve had a computer, and my kids are having long meetings with their friends again.”

Device Drive recipient

Global Scholarships Programme

Sustainable development can't happen without a strong legal system to underpin it. Alongside our social mobility initiatives, we also work to nurture future lawyers and build legal capacity in less-developed countries through our Global Scholarships Programme. Launched in 2017, the aim of the programme is to empower outstanding law students in developing countries to define their educational and professional goals, develop leadership skills and contribute to embedding the rule of law in underserved regions.

Each year the firm supports students (known as DLA Piper Fellows) based throughout Africa, South and West Asia, the South Pacific and Latin America. Over their bespoke two-year scholarship, Fellows have their full tuition paid and receive mentoring, internships, training and career preparation designed to develop their skills, confidence and networks. The programme currently supports 59 Fellows from 18 countries. We work with The Bingham Centre for the Rule of Law and Saïd Business School to deliver this programme.

In 2020, when universities around the world closed following the COVID-19 outbreak, we redesigned the programme to be delivered online. We also provided Fellows with IT equipment to ensure they could continue their education at home. In addition, we provided Fellows with online language tutoring and enhanced mental wellbeing support, and we launched a critical support fund to cover any additional education and living costs.

As Fellows often travel to DLA Piper offices around the world to undertake internships, which became impossible due to COVID-19, we worked with local law firms to find opportunities for Fellows to gain work experience and build networks. We also partnered with pro bono clients to offer virtual internships and opportunities to contribute to the firm's pro bono practice.

Three of our previous DLA Piper Fellows: Robera Haile Hamda (L), Semhal Geberkirstos (C), Daniel Nasasira (R)



GSP FELLOWS' PERSPECTIVES



In 2020/21:

- **12 Fellows** wrote a piece each on their perspective on [gender equality in their communities](#). These pieces were shared in an eBook published on International Women's Day and shared internally and externally.
- **Nine Fellows** took part in global research into prisoner releases in response to COVID-19. The findings were [published in a report](#) in March 2021.
- **Four Fellows** shared their perspective on the climate crisis in an eBook as part of our Earth Day celebrations. The eBook was [published](#) internally and externally.

“I chose to study law because it allows you to assist in the fight for justice. My country is unfortunately plagued by human rights violations. It is therefore, my goal, my mission, to specialise in human rights and fight against violations as I have hopes for a better Guatemala.”

María, Global Scholarships Programme (GSP) Fellow, in Guatemala

Fundraising and donations

Fundraising and donations are a key aspect of our contribution to communities and causes. We have a longstanding commitment in this area and work with global partners to raise funds for issues and organisations our people care about.

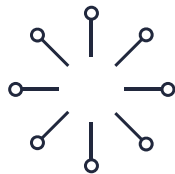
Throughout 2020, we donated and raised funds totalling GBP276,348 to support vulnerable individuals and communities. Of this, 70% came directly from fundraising focused on supporting people affected by the COVID-19 pandemic. Collectively, we raised GBP193,973 for COVID-19 response projects. During the early stages of the COVID-19 outbreak, we also launched an Asia-wide fundraising campaign in aid of Hubei Hospitals. All funds were donated to the Red Cross in China, one of the few charities committed to working in the quarantine zone at the time. We raised a total of GBP44,288 for the Singapore Red Cross and matched this amount with a donation of GBP45,000.

In the UK, our fundraising teams worked together during lockdown to raise GBP15,399 to support NHS key workers during the pandemic. The teams also raised a further GBP13,588 for Computers For Kids, a campaign aiming to provide much-needed school equipment and resources for pupils across the UK learning from home during lockdown.

One of our main global fundraising partners is the children’s humanitarian aid agency UNICEF. Aside from our pro bono support (**see below**), we have supported UNICEF over our seven-year partnership with over USD2.5 million in donations through corporate giving and fundraising activities led by our colleagues around the world.

In 2020, we launched a virtual campaign to raise funds for UNICEF’s emergency and disaster relief work, helping the most vulnerable children affected by COVID-19, conflicts and climate change. From 2020 to date, we’ve also raised GBP56,583 to support the COVAX scheme to increase global access to COVID-19 vaccinations, and to support UNICEF in delivering the vaccine in humanitarian settings.

2020 FUNDRAISING HIGHLIGHTS



GBP276,348
raised in total



GBP193,973
donated to COVID-19 response projects



GBP158,787
in corporate donations



GBP37,930
donated by the [DLA Piper Charitable Trust](#)

CASE STUDY

Supporting survivors of gender-based violence

In Italy, gender-based violence is a widespread and growing problem. According to the Italian National Institute of Statistics, 31.5% of women in Italy between the ages of 16 and 70 have suffered some form of physical or sexual violence. The issue has been exacerbated by the pandemic, with the risk of violence increasing as families spend more time indoors. Calls to the national domestic abuse helpline between 1 March to 16 April 2020 were up 75% compared with the same period in 2019.

In early 2021, we teamed up with the BeFree Social Cooperative – a Rome-based organisation tackling gender-based violence and discrimination – to set up a project to support vulnerable women who have suffered domestic abuse. Focusing on women housed in sheltered accommodation across five regions of Italy, the project aims to provide abuse survivors with the skills and self-confidence they need to escape the cycle of violence, take control of their lives and develop rewarding careers.

The project brings together a coalition of partner organisations who provide a mixture of skills training and business mentoring for the women involved in the programme. We designed the project and built the coalition of partners from the ground up, and our people have also acted as trainers on the programme.

The programme delivers job hunting courses covering topics such as employment law, interview preparation and CV writing, while other training sessions focus on areas such as managing money and how to start a business. As part of the project, we hired one of the participants as a project manager.



To prepare for the project, the BeFree Social Cooperative hosted a workshop for the partner organisations involved, including DLA Piper. The aim was to raise awareness of some of the complex issues surrounding gender-based violence, including why women stay in violent relationships.

Due to the success of the project, it recently received an additional round of funding from the Council of Europe Development Bank. The extra funding will enable the project to expand throughout Italy, take on new partner organisations and extend to the end of 2021.

“The programme has been a wonderful gift. I had been completely trapped in an abusive relationship, so taking back control of my life and my money was an overwhelming experience. I remember my hands shaking when I withdrew my own cash from an ATM for the first time.”

Alexandra, BeFree Social Cooperative programme participant



31.5% of women in Italy between the ages of 16 and 70 have suffered some form of physical or sexual violence



+119.6% increase in calls to Italy’s national domestic abuse helpline number between March and June 2020, compared to the same period in the previous year



99,000 of the 101,000 jobs lost in Italy in December 2020 were held by women

Pro bono: justice for all

Around the world, our lawyers give free (pro bono) legal advice to promote the rule of law and increase access to justice, particularly for children and asylum seekers. We delivered almost 230,000 hours of pro bono legal advice in 2020, making us one of the world’s largest providers of pro bono legal services.

Our pro bono clients

We work with six types of pro bono clients:

- individuals who cannot afford a lawyer or access legal aid
- non-governmental organisations such as associations, charities and foundations
- UN agencies
- social entrepreneurs
- academic institutions
- least developed or (or in some cases) developing countries

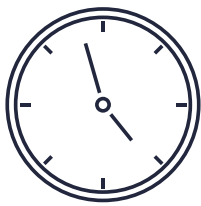
Support for individuals: Our pro bono support for individuals usually goes to people who have been forcibly displaced by violent conflicts and natural disasters. Many of these people are at the margins of society and are unable even to provide documents to apply for legal aid. We believe that, as legal professionals, we have a moral obligation to ensure displaced people have the fullest possible access to justice and can take advantage of the legal protections afforded to them by law. We achieve this by establishing legal clinics, conducting impact litigation and supporting nonprofits that work with displaced people around the world.

Support for NGOs: We provide advice on legal matters that NGOs face in the day-to-day running of their organisations, such as drafting and revising commercial contracts, and intellectual property issues. As a part of our commitment to developing strong and lasting relationships with our key pro bono clients, we provide pro bono secondments to support their legal needs, helping them avoid legal costs and focus their funds on their key objectives. Our work includes training NGO staff on legal matters, as well as preparing comparative legal research and best practice guidance.

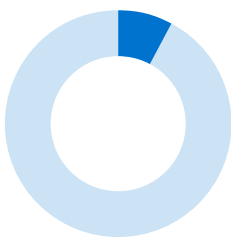
Support for least developed countries: Through [New Perimeter](#), our global pro bono initiative, we provide pro bono legal assistance in under-served regions around the world to support access to justice, social and economic development and sound legal institutions.

Support for UN Agencies: We provide pro bono support to UN Agencies, such as UNICEF, UNHCR and UNOPS, among others. Our work for the UN consists of legal support for the in-house legal teams and also thematic support to the programme teams.

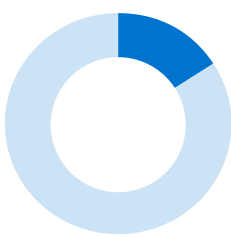
Support for social enterprises: Social enterprises combine private enterprise with civic engagement to offer an innovative way forward in the provision of community services. We support these organisations by providing pro bono legal advice to enable them to further develop and grow. For example, together with Heineken and the NGO Incubator Forwards, our lawyers in the Netherlands organise legal clinics for refugee entrepreneurs to give legal guidance around tax, contract law and other business issues.



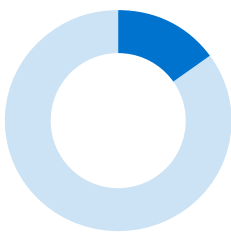
228,852
pro bono hours* contributed in 2020



8%
of pro bono hours dedicated to children’s rights work



16%
of pro bono hours supported individuals who normally wouldn’t have access to legal support



15%
of pro bono hours supported displaced people, including asylum seekers and refugees



103
countries where we had pro bono projects in 2020

*Pro bono hours are given as global figures, including our US offices.

Our pro bono culture

Working pro bono is a vital part of our culture, and central to fulfilling our purpose to make business, and the world around us, better. We believe that pro bono projects are key to developing the skills and experience of lawyers, and we want to ensure that all our lawyers have an opportunity to explore pro bono work.

We have aspirational pro bono hourly targets for our lawyers which vary from region to region. We expect our lawyers to contribute between 25 and 65 hours minimum to pro bono projects annually, depending on the region they’re based in. We give credit to those who achieve our hourly targets and we treat our pro bono clients the same way we treat our commercial clients. Pro bono incentives for our lawyers vary by region, for example in some locations pro bono hours count towards bonuses whilst in others they count toward hours targets.

Pro bono work also plays a key role in supporting our S&ESG agenda. It helps our lawyers reflect on their role in society, increase their awareness of the challenges disadvantaged people face, and consider the broader social context of their work. By connecting us with NGOs and vulnerable groups in society, our pro bono work also helps us identify emerging S&ESG risks, and work with our clients to manage those risks. Through our pro bono work, we can take a leading role in solving some of the biggest S&ESG challenges of our time, whether it be protecting the rights of refugees, providing access to legal aid, or tackling the climate crisis.

Beyond our own firm, we are working to promote and stimulate the growth of pro bono legal work around the world. This includes holding events for law students, training other lawyers and working with bar associations to raise awareness. We played a key role in setting up the UK Collaborative Plan for Pro Bono, which brings law firms together to work to improve access to justice through pro bono in the UK. We are also the founder for the European Pro Bono Initiative, a group of Pro Bono Managers working for international law firms managing pro bono practices in Continental Europe.

Our strategy and goals

Be a leading practice: Our goal is to have a leading pro bono practice in each of the regions in which we operate. We measure this based on certain factors, including the size of the team and the quality of the lawyers employed by the practice; the nature of the pro bono work undertaken and the number of hours spent on it. These factors vary by region, depending on the level of maturity of pro bono work in the region.

Make an impact on our focus areas: Our pro bono practice focuses on three areas: supporting climate justice and conservation, protecting the rights of vulnerable people and supporting equality and good governance. In 2020/21 we significantly progressed our strategy on Forcibly Displaced People, and we launched new streams of work around the climate crisis and gender-based violence (**see below**). Other highlights include the launch of a new project to support the economic development of the world’s least developed countries, and Iris Represents, a project through which we provide dedicated pro bono

services specifically for LGBT+-focused NGOs and individuals, using the expertise of Iris, our LGBT+ employee network. Iris Represents focuses on human rights and advocacy work and helps to deliver legal advice to LGBT+ NGOs and organisations. In 2021, our Tokyo Office led over 75 DLA Piper lawyers in 40 different locations in the Americas, Asia and Europe on a global marriage equality legal survey for use in the marriage equality lawsuits in Japan.

In 2021 DLA Piper promoted **Claire Donse**, formerly International Director of Pro Bono, to Partner, resulting in DLA Piper now having two full time Pro Bono partners and reflecting the commitment of the firm to building a leading sustainable global law firm.



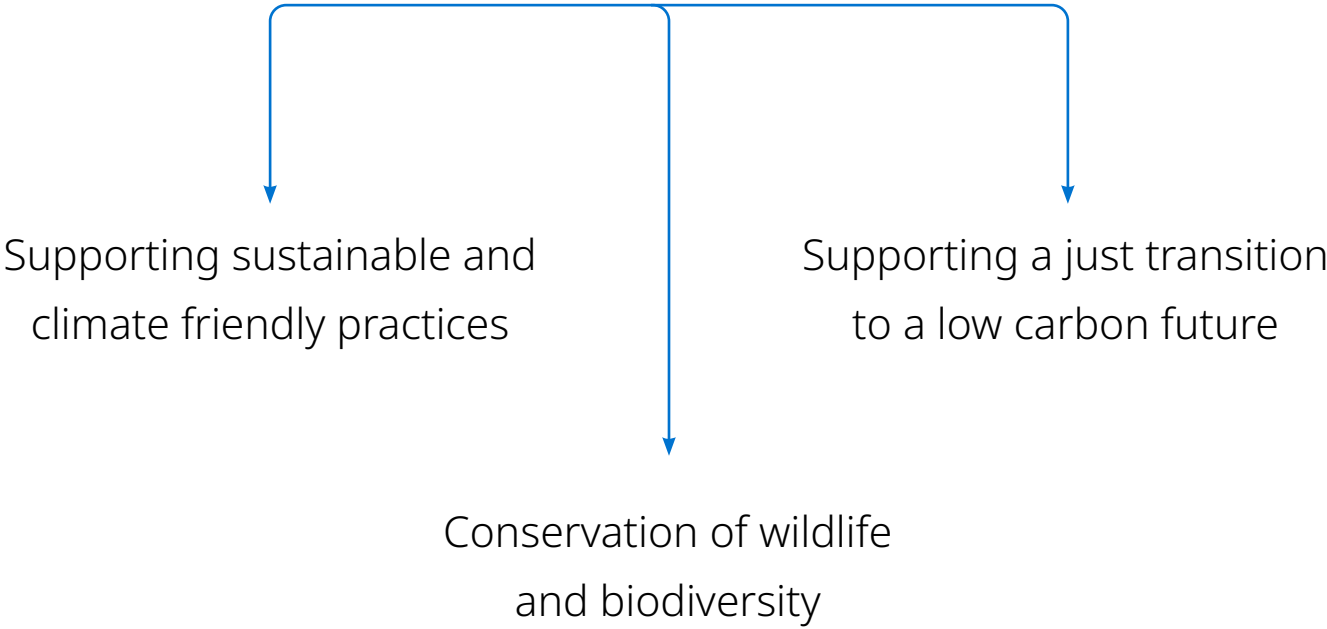
“DLA Piper is committed to pro bono, positive impact and assisting our clients to be more responsible, sustainable businesses. I am delighted to support this work and look forward to enhancing our impact in the coming years.”

Claire Donse, Partner, Responsible Business, in Paris

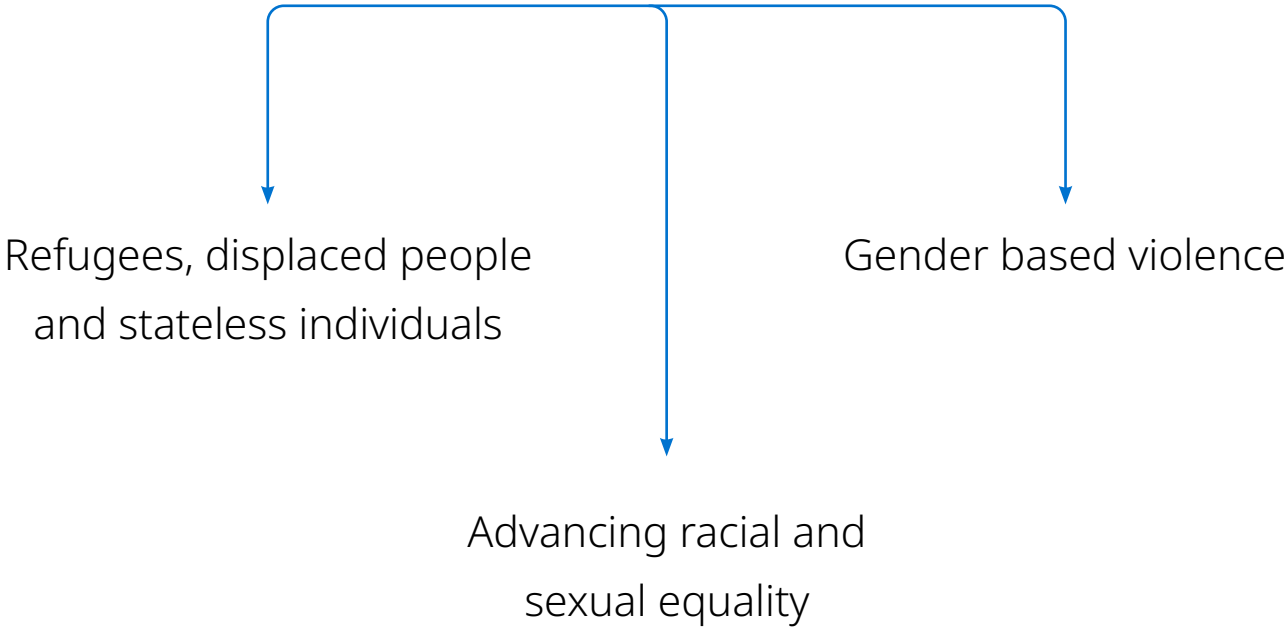
Our pro bono practice



Supporting climate justice and conservation



Protecting the rights of vulnerable people



Supporting equality and good governance



Rights holder engagement

Aligned to SDGs:



Partnerships

Aligned to SDGs:



Technology and data

Aligned to SDGs:



Supporting climate justice and conservation

We act for governments and leading wildlife organisations in supporting initiatives to protect fragile habitats, reduce species extinction and promote a human rights-based approach to conservation.

We are supporting the Ethiopian Environment, Forest and Climate Change Commission’s Law, Policy, Research and Standards Development Directorate General to conduct comprehensive legislative reviews of the existing environmental law frameworks within the areas of its mandated responsibility and supported them to legislate for and establish an Environmental Tribunal for Ethiopia.

Together with TRAFFIC and the Durrell Wildlife Conservation Trust we are working to reduce poaching and trafficking of endangered wildlife in Sub-Saharan Africa, with a focus on Madagascar. In the initial stages of this project we are carrying out research and delivering specialised training to strengthen prosecutorial and judicial capacity to successfully prosecute wildlife crimes.

Found only in the northwest region of Madagascar, the critically endangered ploughshare tortoise is being driven to extinction by the illegal pet trade. With a market value of up to USD40,000 it is now the most threatened tortoise on the planet and there are fewer than 100 mature adults living in the wild. This project focuses on building a foundation for a national wildlife crime unit and a coordinated action plan to combat poaching and smuggling of ploughshare tortoises and other endangered species in Madagascar.

We’ve also supported a consortium of conservation organisations in negotiations with the Government of Tristan da Cunha to create the largest marine protected zone (MPZ) in the Atlantic Ocean and the fourth largest worldwide. The initiative forms part of the UK Government’s “30 by 30” pledge to protect 30% of the world’s oceans by 2030.

Protecting the rights of vulnerable people

We have a pro bono legal clinic to support stateless people in Italy, in particular the many members of the Roma community who migrated to the country following the collapse of the former Yugoslavia. The clinic was set up in partnership with the United Nations High Commissioner for Refugees and the Italian Refugee Counsel. Through the clinic, DLA Piper lawyers start civil legal proceedings before Italian Courts on behalf of stateless people so they can get recognition as stateless or, further down the line, obtain Italian citizenship.

Our legal clinic in Samos, Greece supports asylum seekers by advocating for their rights before the European Court of Human Rights (ECtHR). In 2020 and 2021, we helped our NGO partners submit 29 interim measure applications for vulnerable asylum seekers before the ECtHR. These applications have encouraged the court to broaden its jurisprudence in relation to asylum seekers in Greece, as well as changed procedure in Samos in relation to particularly vulnerable asylum seekers. We worked on 27 applications concerning women, with 24 cases resulting in a successful transfer.

We also undertake strategic litigation and advocacy work to set a legal precedent and draw attention to a case as a way of highlighting an area of

injustice and bringing about systemic change. A recent example is the work of our public law clinic in the UK helping vulnerable asylum seekers to challenge inadequate accommodation provision.

In 2021, our lawyers assisted 52 asylum seekers to move out of overcrowded and unsanitary accommodation in the Napier Barracks in Kent, and into appropriate housing. The evidence from this project fed into the recent High Court decision finding that the decision to house asylum seekers at the Barracks was unlawful. This has resulted in the Home Office stopping new transfers to the Barracks and moving those in the Barracks into more suitable accommodation.

As well as migration, we also do a substantial amount of pro bono work to support children. Throughout our partnership with UNICEF, we have provided over 27,000 hours of pro bono legal support (worth USD6.5 million) for UNICEF’s work globally. Our support has ranged from legal advice to desk-based research and in-country support through secondments, with over 500 lawyers collaborating to provide support across 37 jurisdictions.

In Hong Kong, since its establishment in 2017, the RainLily Legal Clinic project has engaged 50 lawyers to represent 29 clients, contributing over 500 pro bono hours. DLA Piper provides timely support to survivors of sexual violence at their most vulnerable times. With our support, our clients are able to be more confident in navigating the complaint mechanism and legal system relating to sexual violence. Legal representation also protects them from being further traumatised through direct communication with their abusers.

Supporting equality and good governance

Through **New Perimeter**, we provide practical training seminars to women lawyers in Nepal as part of an initiative led by the Canadian-based organisation Women Lawyers Joining Hands and the Nepal Bar Association, with support from the United Nations Development Programme. The programme is designed to support female lawyers in Nepal by providing mentorship and ongoing training to increase their skills and opportunities for advancement and networking, particularly in the corporate commercial field.

We support **same-sex marriage rights and equality**, for example, through our Iris Represents project on global marriage equality legal survey to support Marriage for All Japan in the marriage equality lawsuits in Japan. We also worked with municipal governments in Japan to implement same-sex partnership certification programmes and with Lawyers for LGBT and Allies Network (LLAN) in its lobbying efforts to effect legislative change in Japan to legalise same-sex marriage.

We are also supporting a **conservation institution** in establishing a human rights grievance mechanism in national parks in the Democratic Republic of Congo, developing a web-based tool on human rights risks management for the conservation industry, and advising an independent monitoring organisation on how to bring appropriate occupational health and safety criteria selection and award criteria and how to bring climate change considerations (including prohibition of the use of certain substances in manufacturing processes) into procurement processes.

Easy access for pro bono clients: We’ve teamed up with the charity [Justice Connect](#) to develop an online portal where charities and individuals can post requests for pro bono legal support. Long term, our plan is for the portal to be a one-stop shop for managing requests for assistance across many jurisdictions. This will drastically reduce barriers for vulnerable people seeking help, connecting them directly to lawyers providing pro bono assistance.

New Perimeter (our non-profit affiliate) provides long-term pro bono legal assistance in under-served regions around the world to support access to justice, social and economic development, and sound legal institutions. We aim to support women’s advancement as an overarching goal.



Our lawyers provide assistance to charitable organisations, governments and academic institutions on projects designed to strengthen a country’s legal system, improve the skills of its judges, lawyers and law students, encourage economic growth, promote access to justice and the rule of law, and strengthen women’s rights. We also do this by providing strategic legal counsel to organisations working to further these same goals. Read more about New Perimeter at www.newperimeter.com



A snapshot of organisations we work with around the world

UN AGENCIES

- Office of the United Nations High Commissioner for Human Rights
- The United Nations World Food Programme
- UN Women
- UNAIDS
- UNICEF
- United Nations Development Programme
- United Nations High Commissioner for Refugees
- United Nations Office for Project Services

NGOS

- Aboriginal Legal Services of Western Australia
- Action for Education
- ActionAid International
- Amnesty International
- Amref Health Africa
- ARSIS – Association for the Social Support of Youth
- Asia’s Hope
- Asociación Coordinadora Síndrome de Down Catalunya
- Asociación de Antiguos Alumnos de la Universidad de Alcalá
- Asociación Foro Impacto
- Association Concerning Sexual Violence Against Women
- Association for the Prevention of Torture

- Australian Committee for IUCN
- Avocats Sans Frontieres
- Babseacle Foundation
- Bangladesh Forum for Legal & Humanitarian Affairs
- Birmingham Settlement
- Branches of Hope Limited
- British Refugee Council
- Carbon13
- Care4Calais
- Casa di Zaccheo
- CellStandard Foundation
- Central England Law Centre
- ClientEarth
- Climate Policy Initiative
- Clooney Foundation for Justice
- Comité Justice et Liberté Pour Tous
- Community Law and Mediation
- Coram Children’s Legal Centre Limited
- Crisis Action
- DEBRA Austria, Hilfe bei Epidermolysis bullosa
- Deutsches Youth for Understanding Komitee
- Dialogue Social Enterprise
- Droits d’urgence
- Durrell Wildlife Conservation Trust
- The Good Lobby
- Environment Defenders Office
- Environmental Justice Foundation
- Equality Now
- Ethiopian Environment, Forest and Climate Change Commission
- Eurordis

- Fitzroy Legal Service
- Forgotten Park Foundations
- Freedom Through Education
- Fremantle Community Legal Centre
- Freunde von GISAI
- Fundación Pro Bono Chile
- Fundacion Pro Bono España
- Fundación Villa de Pedraza
- Fundatia United Way of Romania
- GermanZero
- Gesellschaft für Freiheitsrechte
- Global Sustainability Benchmark in Sports
- Greater Manchester Aid Immigration Unit
- Greek Council for Refugees
- Habitat for Humanity Hong Kong
- Hackney Migrant Centre
- HateAid gGmbH
- Heart on my Sleeve Movement
- HELP for Domestic Workers
- Heritage Lab
- Holocaust Educational Trust
- HOST International
- Human Dignity Trust
- Human Rights at Sea
- Humanity Diaspo ONG
- Humans for Rights Network
- ImpactHK
- Innocence Project London
- INSOL International
- Institute for Human Rights and Business
- Insurance Development Forum

- International Organization for Migration
- International Refugee Assistance Project
- International Rescue Committee
- International Service for Human Rights
- International Step by Step Association
- JINC
- Justice Connect
- JustRight Scotland
- l’Alliance des Avocats pour les Droits de l’Homme
- Landelijke Stichting Tegen Zinloos Geweld
- Law&Legal Studentische Rechtsberatung
- LawRight
- Lawyers in Charities group
- Legal Response International
- Love 21 Foundation
- Manuel Bravo Project
- Médecins du Monde
- Mission Beyond
- Momentum Children’s Charity
- Monash University - Castan Centre for Human Rights Law
- National Society for the Prevention of Cruelty to Children
- Nationality for all
- Neighbourhood Advice-Action Council
- NEKO Trust
- New Perimeter
- North Queensland Youth Rehab Education Equine Centre

- Norwegian Refugee Council
- O’Neill Institute for National and Global Health Law
- Open Climate Fix
- Penal Reform International
- Pericles Center for International Legal Education
- Plan International
- Pro Bono HK
- Public Interest Advocacy Centre
- Rape and Sexual Abuse Support Centre
- Redfern Legal Centre
- reDress Limited
- REEP Foundation
- Refugee Advice & Casework Service
- Renewable Energy and Energy Efficiency Partnership
- Reprieve
- Scottish Child Law Centre
- Serve the City Paris
- SOS il Telefono Azzurro Onlus
- South Yorkshire Migration and Asylum Action Group
- Standout Programmes
- Stitching Institute on Statelessness and Inclusion
- Stichting JD RF Nederland
- Stichting New Dutch Connections
- Stowarzyszenie Dolina Nietupy
- Techsoup
- Tent Partnership for Refugees
- The Advocates for Human Rights
- The Center for Reproductive Rights
- The Friendship Bench

- The Immigration Law Practitioners’ Association Limited
- The Minderoo Foundation Pty
- The National Deaf Children’s Society
- The Nature Conservancy
- The Prince’s Trust
- The Redress Trust Limited
- The Remedy Project
- The Royal Foundation of the Duke and Duchess of Cambridge
- The Snowdrop Project
- The Yalda Hakim Foundation
- Undikumbukire Project Zambia
- University of South Pacific, Vanuatu
- Urban Justice Center
- Victorian Aboriginal Community Services Association
- Volkshilfe Wien – Gemeinnützige Betriebs
- Wallumatta Legal
- West Wyalong Local Aboriginal Land Council
- WINGS Hong Kong
- World Resources Institute
- WWF
- York City Supporters Society
- Youth Off The Streets Limited
- Zambia Institute of Advanced Legal Education

Our response to COVID-19

COVID-19 had a significant impact on our pro bono work. When the first wave of the pandemic hit in early 2020, we moved all our clinics, programmes and courses online. Many of our front-line service providers were unable to continue their work. COVID-19 has forced us to rethink how we deliver some of our pro bono programmes. In some instances, it has given us an opportunity to reach new audiences and explore new models. For example, we are currently teaching a new online pro bono course in Fiji. Other examples of our pro bono legal work connected to the global response to the pandemic include the following:

COVID-19 and prisons: We recently carried out a multijurisdictional study of prisoner release schemes in 53 jurisdictions exploring whether governments took appropriate action to protect the health and safety of corrections staff, prisoners and the wider community during the pandemic.

Decent accommodation for asylum seekers: During the pandemic, many asylum seekers and their families in the UK were housed in overcrowded hotels, making them particularly vulnerable to COVID-19. Our lawyers have been working on a project to challenge the UK policy of using hotels to house asylum seeking families, and to ensure they could access appropriate accommodation and healthcare.

Support for migrants: The pandemic has had a devastating impact on the 3,100 migrants currently living on the Greek island of Samos. We've been working on a project with Avocats sans Frontières France to ensure that vulnerable migrants on the island have access to adequate accommodation and healthcare.

Addressing a food crisis: The pandemic created a global food crisis, as an increased demand for food combined with major disruption to food supply and distribution chains. Since January 2020, more than 100 of our lawyers have devoted over 1,400 pro bono hours to supporting food banks, as well as organisations like the UN World Food Programme and Global FoodBanking Network.

Violence against women: In collaboration with Georgetown Institute for Women, Peace and Security we have carried out research for a report documenting challenges to women's access to justice amid the COVID-19 pandemic. The [report](#) makes recommendations on ways to push back against threats to progress – including access to justice institutions, rising intimate partner violence, growing injustice for women workers and discriminatory laws.



What’s next

We’re focusing on developing our approach to managing our societal impact across four key areas:

Understanding the impact of our advisory services

We recognise that the biggest influence we have on society is through our advice to commercial clients. This is a difficult area to quantify in terms of S&ESG impact, but we have plans to unpack this over the coming years. This will include developing a better understanding of not only how our advice affects our clients’ social impact, but also to what extent we can manage our impact by factoring in S&ESG considerations in our choice of clients.

Harmonising our approach internationally

We’re working to better understand the impact of our pro bono and community programmes around the world, and to develop a more consistent international framework and strategy for managing these initiatives. This will help us optimise our impact by harmonising our decisions about which programmes to invest in and how we run them. To support these efforts in 2021 we joined the [Business Investment for Societal Impact \(B4SI\)](#) network, which will enable us to benchmark ourselves against and learn from other organisations and peers.

Contributing to the UN’s Sustainable Development Goals (SDGs)

We want to better understand how our work contributes to the UN’s sustainable development agenda. Through our materiality assessment we are refreshing our understanding of our priority SDGs, and the specific targets within them to which we can make the biggest contribution. In 2021/22 we’ll begin measuring our impact at target level and reporting on our progress annually.

Leveraging all parts of our business more effectively

We recognise that we need to do more to ensure all parts of our business are empowered to get involved in supporting societal causes. One way we plan to improve this is by rolling out a skilled volunteering programme to ensure that everyone – not only our lawyers – has the opportunity to contribute professional skills to causes that matter to the firm and to our people.

We’ll also continue to raise awareness of the social mobility and inequality issues through events and advocacy work. In late 2021, we’ll host a lecture for our international audience to discuss how businesses can contribute to social mobility in their countries by tackling inequality and promoting diverse workforces.

From November 2021, DLA Piper Partner Vincent Keaveny will serve as Lord Mayor of London for a year’s term, acting as a global ambassador for the City of London. Social mobility will be a key focus of Vincent’s term, and to support him we are setting up an advisory group made up of Head Start scholars, junior lawyers and future leaders from across the UK. The group will provide insights and ideas around improving social mobility.

LOCAL STORIES



In **Norway**, our UNICEF internship scheme gives law students an opportunity to gain valuable work experience at UNICEF’s Norwegian office. We also donate 150 pro bono hours each year to the Norwegian Cancer Society.

In **Denmark**, we provide voluntary legal advice to legal aid organisations such as UNG RET, which supports young people aged 16-30. We also advised on the launch of Barnets Stemme, a charity supporting children living in care.

5.0 Our environment

“The greatest threat to our planet is the belief that someone else will save it.”

Robert Swan OBE, historian, activist and explorer

The climate crisis demands bold and far-reaching action. We’re working across our entire value chain to deliver against our science-based carbon reduction target.

We’re aiming to reduce **supply chain emissions** by 25% by 2030 (base year: 2019)

We’re aiming to divert **95% of our waste away from landfill** by 2025

We’re aiming to reduce our **business travel footprint** by 75% by 2030 (base year: 2019)

We’ll reduce our **absolute carbon emissions** by 50% by 2030 (base year: 2019) across scopes 1, 2 and 3

100% of electricity in our UK offices will be sourced from renewable energy by 2025

Why it matters

We are at a pivotal moment for the environment. The actions we take over the next decade as a global community will determine the fate of our planet for generations. To tackle the climate crisis and avert the collapse of our ecosystems, businesses must take responsibility for their impacts, and take radical steps to mitigate them.

Setting targets and taking bold action to manage our impacts isn't just the right thing to do for the environment – it's also critical for our business and communities. Professional services firms are part of their clients' value chain, and their actions contribute to their clients' overall carbon footprints and environmental performance. Many of our clients are setting new and more ambitious environmental targets – and they are looking to us to play our part in helping to meet them.

Increasingly, clients expect law firms to demonstrate environmental leadership, and will choose their legal partners accordingly. Managing our environmental performance effectively is therefore a crucial part of being the legal partner of choice for our clients.

Our impacts

Our single most important environmental impact is linked to the work we do for and with our clients, and the advice we give them. It's also the area where we have the biggest opportunity to make a positive difference to the environment. Understanding this issue is challenging, and we're working to gain more insights so we can manage it effectively.

Operationally, the vast majority of our carbon footprint is related to procuring goods and services from suppliers. To manage our environmental performance effectively, it's therefore vital that we approach it from a value chain perspective, working in partnership with our suppliers to help them manage their impacts.

As an international firm with offices around the world, business travel is another significant contributor to our carbon footprint.

Aside from climate impacts, other key environmental impacts from our operations relate to resource use (such as energy, paper and water) and waste generation.

OUR PRIORITIES



Climate
More than 60% of our carbon footprint comes from the goods and services we purchase from suppliers. Other carbon hotspots are linked to business travel and commuting, and to the energy we use to power our offices.



Waste
The waste we produce generally comes from the office and canteen supplies we buy, such as paper, packaging and food waste.



Water
Our offices use municipal water supplies. We're currently working with our landlords to understand our water consumption and ensure we're using it in the most efficient way possible.

Understanding our impacts
We have been monitoring and reporting our environmental performance since our environmental management system was ISO certified globally in 2007. However, as part of developing our science-based target and gaining a better understanding of our carbon footprint, in 2020 we undertook a detailed gap analysis, particularly for Scope 3 related emissions, and built a robust baseline.

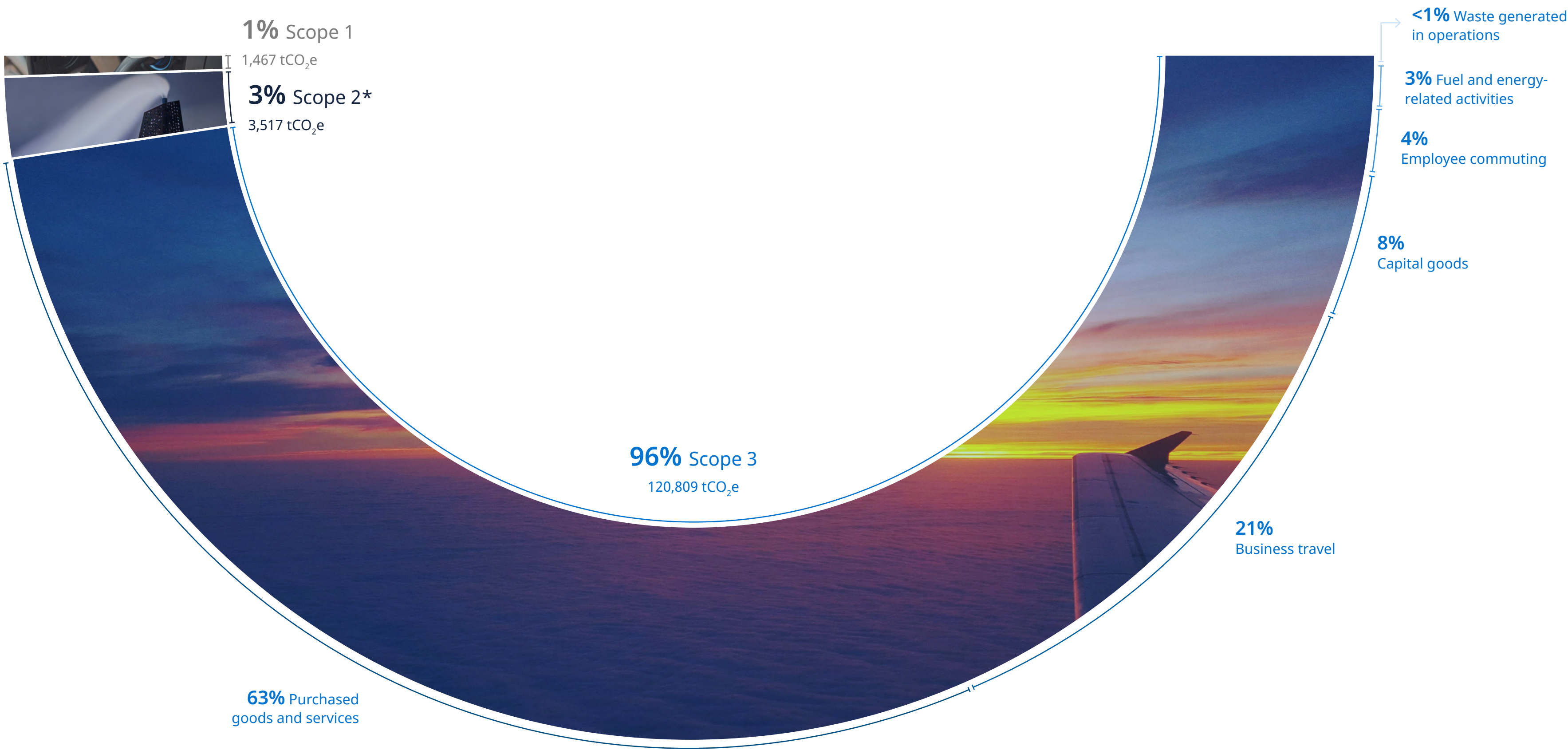
International carbon footprint baseline

SCOPE 1, 2 AND 3 EMISSIONS



The Greenhouse Gas (GHG) Protocol categorises the carbon footprint into three groups of emissions, or “Scopes”:

- **Scope 1** covers direct emissions from owned or controlled sources, like emissions from fuel used in our company-owned cars, use of natural gas or diesel to power our offices, and emissions from use of refrigerants in our air conditioning.
- **Scope 2** covers indirect emissions from the generation of purchased energy, such as the electricity we buy to power our offices.
- **Scope 3** covers all other indirect emissions from a company’s value chain. Our Scope 3 emissions are produced within our supply chain. Approximately 96% of our total GHG emissions are Scope 3 emissions.



*In this graphic we have used the marked-based approach to calculate Scope 2

Our baseline carbon footprint is 125,793 tCO₂. This is about 17.4 tCO₂ per employee or partner.



The vast majority (96%) of our carbon footprint sits in Scope 3 – these are indirect emissions that are generated in our value chain due to our business activities, and include emissions from purchased goods and services (63%), business travel (21%), capital goods (8%), employee commuting (4%), fuel and energy related activities (3%), upstream transport and distribution (<1%), and processing of waste (<1%).

1% of our footprint sits in Scope 1 – these are emissions from use of fuel in our company vehicles, use of natural gas or diesel to power our offices, and use of refrigerants in our air conditioning.

3% of our footprint sits in Scope 2 – these are indirect emissions from the electricity we use in our offices.

In 2021 we are introducing a new environmental data management system to gain further understanding of our key carbon hotspots. The system will streamline and automate data collection, giving us actionable insights for reducing our environmental impacts within our direct operations and in our supply chain.



What we’re doing: climate

Setting our science-based carbon reduction target

The climate crisis is upon us and we are taking action now to de-carbonise our firm. Our clients expect us to show leadership in this area, and we want this to be a point of difference for our firm. We’re determined to take bold action to shrink our carbon footprint across our operations and our supply chain.

Up until 2019, we had been working towards a set of climate targets including increasing our use of renewable energy, and reducing our carbon footprint by 25% by 2025. While we were making good progress towards these targets, we knew we needed to be far more ambitious. So in August 2020 we made a formal commitment to the [Science-Based Targets initiative \(SBTi\)](#) to set a new science-based carbon reduction target.

The new target was validated by the SBTi in September 2021 and commits us to **reducing our absolute Scope 1, 2 and 3 GHG emissions by 50% by 2030 from a 2019 base year.**

Meeting this target will require strategic actions across all carbon-intensive areas of our business, from procurement to travelling and energy sourcing.

As part of our science-based target, we are committed to becoming a net zero business by 2050 at the latest. However, to achieve this goal we recognise that we need to eliminate most of our emissions by well before this date, between 2030 and 2040. We are developing our net zero strategy, and we will report on our approach more fully in early 2022.

WHAT IS A SCIENCE-BASED TARGET?

A science-based carbon reduction target is in line with what science says is necessary to limit global warming to no more than 1.5°C above pre-industrial averages – the aim of the Paris Agreement of 2015. Science-based targets must be approved by the SBTi.

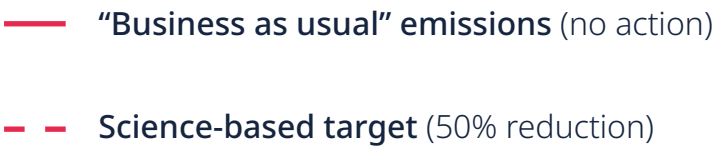
In 2020, DLA Piper joined Business Ambition for 1.5°C – a global movement of companies committed to setting carbon targets in line with a 1.5°C future.

Read more at sciencebasedtargets.org



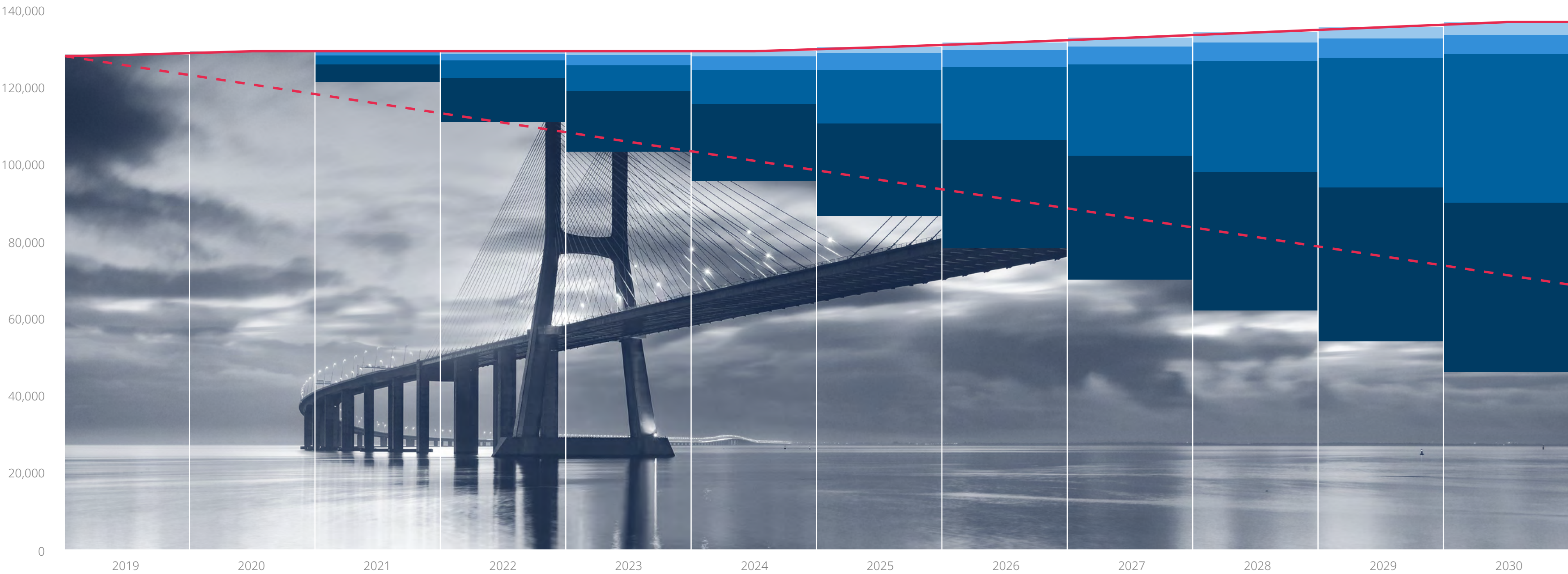
Emissions reduction pathway

To meet an ambitious target requires firm-wide aspiration and strategic actions that have been mapped out to determine the achievable 50% reduction target.



How we plan to meet our target

To deliver our science-based carbon reduction target, our International Energy and Climate Change committee (IECC), in partnership with Carbon Intelligence (Ci), adopted their 6D Sustainability Framework and built a carbon reduction strategy around the key areas that deliver the most impact. The strategy is supported by a holistic roadmap of activities that are mapped against a number of core and supporting workstreams. The workstream leads represent key internal departments charged with delivering the overall carbon reduction strategy. This approach allowed us to accelerate integration of carbon reduction activities into core business processes and utilise technical expertise of each functional department to efficiently and effectively deliver required changes.



Reduction activities

Thoughtful travel Implementing carbon management in our approach to business travel.	Sustainable procurement Implementing carbon management in procurement.	Renewable energy Working towards renewable energy for our portfolio of offices.	Optimisation Maximising energy efficiency and identifying on-site energy generation opportunities.	Future workplace Ensuring sustainability of our premises (office selection, fit out, end of lease).	Supporting activities
Switch all journeys to electric	Switch all journeys to electric	Partner with suppliers & clients	Remove fuel and gas from portfolio	Future workplace (moves, fit outs)	Improve employee engagement
Develop business travel framework	Introduce green specs & contracts	Generate/switch to renewable energy	Generate/switch to renewable energy	Partner with suppliers & clients	Introduce carbon accounting/ budgeting
Increase tele/ greencommuting	Partner with suppliers & clients	Improve energy efficiency	Remove fuel and gas from portfolio	Remove fuel and gas from portfolio	Improve smart data collection
	Procure locally, circular economy		Generate/switch to renewable energy	Generate/switch to renewable energy	Promote low-carbon economy
					Net Zero

Working with suppliers

Because our supply chain accounts for the vast majority (96%) of our total carbon footprint, working with our suppliers will play a crucial role in achieving our climate target.

We have begun to update our procurement management systems to enable us to more effectively work with our suppliers to understand and reduce our value chain emissions. Our new [Supplier Code of Conduct](#) sets climate action expectations for our suppliers, and we are working on integrating carbon impact as one of the key criteria we assess before choosing to partner with suppliers. We’re also redesigning our supplier management and assurance framework to ensure climate and S&ESG risks are considered in our supply chain management processes.

We’ve mapped the carbon hotspots in our supply chain to get more insight into which areas have the biggest impact. These insights have informed our supplier carbon engagement strategy, through which we will formulate partnerships for change and promote transition to a low-carbon economy.

For more about how we manage wider S&ESG risks in our supply chain, see [page 66](#).

A more thoughtful approach to business travel

As a global company, travel has always been part of the way we do business. However, business travel contributes significantly to our overall carbon emissions. Before the pandemic, travel accounted for as much as 20% of our international carbon footprint.

While some business travel is unavoidable, it was clear that something had to change. To achieve our carbon reduction target, we needed to travel less and travel differently. So in 2021 we launched Thoughtful Travel, a campaign to shift our mindset and reset our approach to business travel.

Thoughtful Travel encourages our people to be more mindful about the travel choices we make. This includes considering alternatives to travel such as virtual meetings, where appropriate. When travel is unavoidable, the campaign encourages people to think about how to make travelling less impactful for the environment: for example, by choosing less carbon-intensive forms of transport, or combining several business meetings in one trip.

As part of the new approach, we’re exploring how we can work with our clients to minimise shared travel impacts together – for example, by agreeing a carbon budget for business travel.

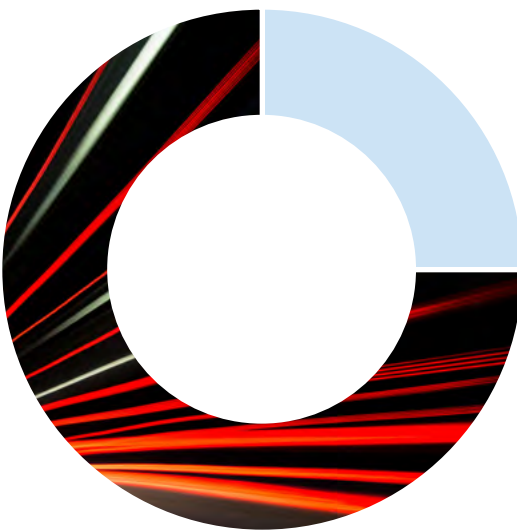
COVID-19 has made all of us think differently about business travel, and we’ve become more accustomed to virtual meetings as an alternative to face-to-face interaction. As lockdown restrictions ease, it’s important we build on these lessons, and continue to adopt more sustainable approaches to business travel.

“We need to make a permanent shift in how we travel for business.”

DLA Piper colleague



93%
COVID-19 induced reduction in business travel



75%
We’re aiming to reduce business travel associated emissions by 75% by 2030 (base year: 2019)

Moving to renewables

We have undertaken a detailed energy analysis across all our offices and currently 61% of electricity is sourced from renewable energy. The UK sources 93% and will be 100% by 2025. Our aim is for our offices in Europe to also be 100% by 2025 and our ambition, aligned to our science-based target, is for all remaining offices to be 100% by 2030.

In 2020, our UK offices committed to the [Legal Renewables Initiative](#). This means we have pledged to source all electricity for all premises from certified, non-greenwashed 100% renewable sources by 2025.

Optimising energy efficiency

Approximately 60% of our total energy consumption (both gas and electricity) comes from just 15 of our largest international offices. To improve energy efficiency across the board we have developed a programme of energy reviews for our most energy consuming offices. This programme was somewhat hindered by the restrictions imposed by the COVID-19 pandemic but included an energy audit at each building, installation of smart sensors to monitor plant and space conditions and an ongoing managed service to ensure

implementation of opportunities and continuous engagement with site teams to support maintained focus on energy efficiency. Even though only seven of our international offices were audited by 2021, we have implemented over 30 energy reduction initiatives over the past 16 months. These resulted in combined savings of 625 tCO₂e and significant reduction in operating costs of approximately GBP270,000. We plan to undertake further audits later in 2021.

Engaging our people

Meeting our science-based target will depend on engagement at every level of our business. We need to make sure that all our people understand our climate ambition and strategy, and feel motivated to play their part in delivering it.

In 2021, to raise awareness of our carbon reduction target, we launched our internal eMission 2030 campaign. The campaign consists of quarterly communications and progress updates to the firm on our carbon reduction activities. To support the campaign at a local level we've recruited a network of over 150 eMission 2030 Champions, who work to translate the international strategy and plan into local office actions and engagement campaigns. **Read more about how we engage our people on [page 53](#).**



61%
of the electricity we use across our International offices is sourced through green tariffs or renewable energy sources



625 tCO₂e
saved as a result of 30 energy optimisation initiatives in the past 16 months

CASE STUDY

Sustainable offices

The design of our office spaces can contribute to reducing our environmental impacts, as well as improving our health and wellbeing. As lockdown restrictions ease and our office spaces begin to play a role in our working lives once more, we looked at how sustainable design is making a difference in two of our office locations: Birmingham and Copenhagen.

In Denmark, we've transformed what local newspapers once described as "the ugliest office in Copenhagen" into a beacon of thoughtful design and environmental sustainability. Minimising the building's carbon footprint was a priority from the outset, and the design harnesses natural resources to conserve energy and reduce carbon emissions. For example, the shape of the building has been designed to create natural shade, reducing the need for air conditioning and automatic awnings, while the climate control system uses water from the nearby harbour for cooling.

In July 2021, our colleagues in Birmingham moved into 2 Chamberlain Square, a state-of-the-art office building designed to the highest environmental standards. Every aspect of the building has been carefully considered to reduce environmental impacts and improve the wellbeing of occupants, from minimising waste during the construction phase to furniture selection and acoustic design. Space planning encourages sustainable behaviour among occupants – for example, keeping storage to a minimum to encourage electronic archiving, and housing printers in non-prominent locations to discourage passive use. The building has been rated Excellent by the BREEAM sustainable buildings assessment standard, placing it in the top 10% of non-domestic buildings in the UK for sustainability.



“Our priority when designing our fit-out was ensuring that we built on the inherent sustainability of the building. From the incorporation of lots of planting to improve air quality and well-being, through to the use of sustainable materials, eliminating plastics where possible and choosing low-energy options where available – ESG has been at the front of our minds. The location of the building will also help to encourage our people to make sustainable travel choices, with a metro stop outside the building, railway stations and bus stops within easy walking distance and quality secure cycle parking in the building.”

Trevor Ivory, Office Managing Partner, Real Estate, in Birmingham

LOCAL STORIES



In **Denmark**, environmental highlights for 2020 include completing our ISO 14001 certification process. We've also introduced measures to reduce the energy consumption in our buildings such as automatic lowering of the temperature at night.

In the **UK**, 15 eMission2030 Champions in our London office carried out a two-week litter-picking challenge on World Environment Day in June. We've also introduced clearer recycling signage, and consulted with our kitchen staff about introducing more plant-based food in the canteen. In addition, we've introduced sustainability-linked employee benefits that incentivise colleagues to switch to renewable energy providers, or switch to an electric car, for example.

In **Dublin**, we've replaced all disposable cutlery and tableware in our canteen with reusable alternatives. We also use an in-house water bottling system that helps us manage water efficiently and reduce plastic packaging waste. During lockdown, we invited expert speakers to give talks to our employees on how to reduce food waste and recycle effectively while working from home.

In **Australia**, our Sydney office took part in Earth Hour on 27 March by turning off all lights in the office. Our Perth office has taken a range of steps to reduce waste, including installing food waste bins and replacing throw-away washing up brushes with longer-life brushes.

In **Luxembourg**, we banned the use of waste bins in individual offices from March 2021, replacing them with larger shared bins in common areas. This will save around 40 plastic bin bags every day, while also encouraging activity by making colleagues get up from their desks and walk to their nearest communal bin to dispose of waste. We've also introduced organic bins in common areas to avoid food waste going to landfill.

Collaborating on climate action

Tackling the climate crisis depends on collaboration between all stakeholders, from businesses to policy makers and NGOs. We support industry-wide and multi-stakeholder efforts to address climate change, and we are actively engaged in external advocacy on climate action.

Supporting stakeholder dialogue and collaboration

In 2021 we partnered with Chatham House, an independent policy institute offering solution to global challenges, to organise a series of three roundtable events on climate change. The first, held in June 2021, focused on financing the transition from high carbon assets sustainably and brought together leaders from energy and finance sectors, as well as NGOs and leading climate thinktanks.

We have also supported the International Platform for Climate Finance (IPCF), an informal coalition of active institutions aiming to ensure that the financial system can be harnessed in support of global climate goals. We shared insights with the coalition on how climate finance can be advanced in the run-up to COP26 and beyond.

We’ve also participated in focus group discussions of the Taskforce on Scaling Voluntary Carbon Markets (TSVCM), set up by former Bank of England Governor Mark Carney in late 2020. The discussions aimed to take stock of existing voluntary offsetting schemes and identify key challenges to scaling them up while ensuring credibility.

In November, we are planning to host a side event at COP26 to bring stakeholders together in sharing ideas and to galvanise climate action.

Supporting small government climate negotiations

For more than five years we’ve supported a small government delegation in international climate negotiations through our pro bono programme, including during this year’s COP26.

Net Zero Lawyers Alliance (NZLA)

We’re active contributors and leaders in the [Net Zero Lawyers Alliance](#), a legal sector collaboration launched in June 2021. Through our partnership we’ve committed to certain goals, including training our lawyers and business services staff in climate literacy and committing pro bono legal services to support sector collaboration on legal systemic interventions towards the net zero agenda.

PROVIDER OF LEGAL SERVICES FOR COP26

DLA Piper has been appointed by the UK government as the Provider of Legal Services for the 26th UN Climate Change Conference of the Parties (COP26), the conference taking place in Glasgow in November. We will provide general commercial support to COP26, including in respect of sponsorship agreements.

This project will be led by Jean-Pierre Douglas-Henry, Managing Director, Sustainability & Resilience, and partners Dr Sharon Fitzgerald and Sarah Bell, with the full support of Simon Levine, the Global Co-CEO Managing Partner, and the firm’s Executive.



“All eyes are now turning to Glasgow and it is an absolute honour to be selected as the Provider of Legal Services to COP26. Our team is excited to be able to support such a monumental event, one that has the ability to make a positive global change to the climate crisis.”

Jean-Pierre Douglas-Henry, Managing Director, Sustainability & Resilience, in London

THIRD-PARTY ASSESSMENTS

To benchmark our progress, our environmental performance is regularly assessed by recognised independent third parties.

In 2020, we received a score of B on the CDP Climate Change questionnaire. This is slightly higher than the average of C for our sector. We’ve been taking action to improve our climate management practices in 2021 and our next assessment will be made public for the first time when the results become available at the end of 2021 or in early 2022.

We received a score of 80/100 on the Environment section of our EcoVadis assessment in 2020. This places us in the top 5% of companies assessed by EcoVadis in our industry in the Environment category. In the UK, our carbon footprint is certified by the Carbon Trust, and our most recent assessment conducted in May 2020 earned a score of 78%. Our next assessment will be in early 2022.



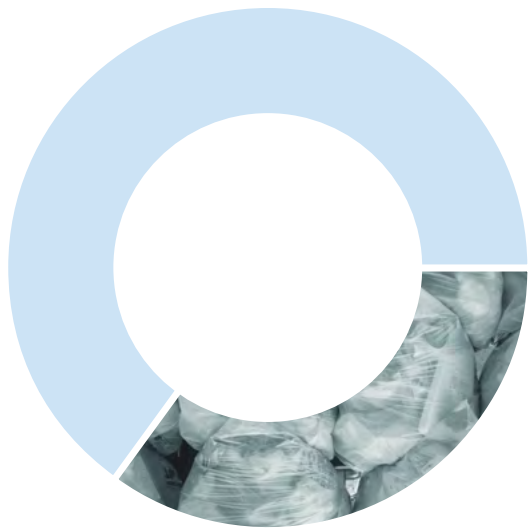
What we’re doing: other impacts

Reducing waste

Although our waste footprint is small compared with other industries, it’s important for us to minimise waste as much as possible. Our target is to divert 95% of our waste from landfill by 2025.

Prior to the COVID-19 pandemic, most of the waste we generated was linked to office and canteen supplies, and we had already been making many changes to reduce this waste before our offices closed for lockdown. This included avoiding single-use plastics in our canteens, going paperless where we can, and introducing a clear labelling system to make it easier to recycle.

We also introduced new approaches in our firm practice that help us cut down on waste. For example, in the UK, from 2019 we no longer give out freebies at our graduate recruitment events, instead making donations to partner charities on behalf of students.



35%
Year-on-year reduction in tonnes of waste we sent to landfill



63%
COVID-19 induced reduction in waste generated in comparison to previous year



UNDERSTANDING OUR CLIMATE RISKS

We recognise the significant impact climate change is already having and will still have on society, including impact on business. We want to be a sustainable business, and to enable our clients to transition successfully to a low-carbon economy. Therefore it’s important for us to understand the risks and opportunities arising from the effects of climate change and to ensure these are fully integrated into our business systems.

This year we began an assessment to understand our climate risks and opportunities utilising the Financial Stability Board’s TCFD (Task Force on Climate-related Financial Disclosures) framework. At the time of publishing of this report we are still in early stages of this assessment, and the below table summarises our progress to date. In 2022 we will share our results once available.

Governance

Our management of climate-related risks is integrated into our wider governance systems. These systems are described in detail in the [6.0 Leadership and governance](#) section of this report, as well as in the Environmental Governance and Management box-out at the end of this section.

Strategy

We are in early stages of our assessment and climate related scenario analysis, and early indications show that marketplace expectations will be prominent in both early and late scenarios. The results of the analysis will be reviewed by our S&ESG Steering Committee and the Risk Committee which report, respectively, directly to Executive and the board.

Knowing that risk associated with expectations and leadership in the marketplace, including reputation, is likely to be modelled as a significant risk, this is likely to influence our sustainability strategy. This includes delivering against our science-based carbon reduction target and developing a credible net zero strategy, including our approach to credible offsetting.

Other parts of our business where strategy is likely to be affected by the assessment include our products and services, our approach to supply chain management, investment in R&D, and our approach to operational efficiency.

You can read more about our scenario analysis and how it will affect our business strategy in our latest response to the CDP Climate Change questionnaire, once it becomes available in early 2022.

Risk Management

Our approach to managing climate-related risks is increasingly embedded within our ERM framework and processes. As such, climate-related risks within DLA Piper are managed consistently with other business risks. This year we are reviewing our climate-related risks and opportunities:

- transition risks from the shift to a low-carbon economy including shifting client expectations, reputation and energy risks – these have been assessed as our most material climate-related risks given the nature of our business, our commitment to meet our science-based target, our position within the market and our ambition to facilitate the transition.
- acute physical risk from an extreme weather event (eg earthquake, flood) – potentially resulting in impact on our people and their livelihood or our ability to support clients.
- opportunities around market leadership, service innovation and facilitating the transition to a low-carbon economy are also material for our business. Capturing the opportunities which will open as part of the transition will increase DLA Piper’s opportunity to position ourselves as leaders on climate ambition and increase our market demand and capture new services which will emerge as requirements of the transition.

- resource efficiency, carbon footprint reduction, and moving to 100% renewables are the opportunities directly linked to climate related risks – these have been assessed by the firm as material, however, while the progress is ultimately reported to the Board, control measures are set at the tactical and operational levels and form part of the overall energy and climate change roadmap of activities: staff engagement, office efficiency, sustainable procurement, and a net zero strategy that includes decarbonisation and offsetting.



Metrics & Targets

In August 2021 we updated our carbon reduction target to reducing our Scopes 1, 2 and 3 emissions by 50% by 2030, in line with the UN Paris Agreement and what is required to keep temperature changes to 1.5 degrees Celsius. Our new target has now been validated by the Science-based Targets initiative.

Further details about our carbon footprint baseline, based on FY 2019/20, and our carbon footprint for FY 2020/21 can be found in Our environment section of this report, as well as in the [Key Performance Indicators](#) tables in section 7.0 Reporting on sustainability. We will continue to report on our progress towards meeting our science-based target every year. In 2022 we also plan to develop a net-zero strategy, and will provide more details on this once available.

Upon completion of the climate risks and opportunities materiality assessment, we will also be looking to understand how we can better manage and mitigate our climate-related risks and capture opportunities. We will look to develop metrics to monitor our climate-related risks and opportunities over the coming year.



Policies

- We have several firmwide policies that guide our actions around environmental sustainability:
- Our [Environmental Sustainability policy](#) applies to all our offices and requires every employee to take reasonable care of the environment.
 - Our **Energy Management policy** commits us to reducing our energy use and carbon emissions, and sets out how we will meet this commitment.
 - Our [Sustainable Procurement policy](#) outlines our approach and objectives for sustainable procurement. It covers environmental issues in our supply chain.
 - Our [Supplier Code of Conduct](#) outlines the expectations we have for our suppliers and partners, including around environmental sustainability.

Commitments, partnerships and certifications

- Our environmental actions are aligned with locally and internationally recognised standards and initiatives.
- **Certifications:** we’ve operated a comprehensive SHE (Safety, Health and Environment) management system since 2005. We are certified to the ISO 14001 standard globally, and our UK offices are also certified to ISO 50001 and Carbon Trust standards.
 - **The UN Global Compact:** we are signatories of the UNGC and annually report our progress against the [principles of the Compact](#), including environmental principles 7, 8 and 9.
 - **The Legal Renewables Initiative:** in 2020 our UK offices committed to the Legal Renewables Initiative. This means we have pledged to source all electricity for all premises from certified, non-greenwashed 100% renewable sources by 2025.
 - As a founding member of the **Legal Sustainability Alliance** in the UK, we work to promote sustainability reporting and sharing of best practice in the legal sector. We also support this model in Australia, through the Australian Legal Sector Alliance.
 - **Business Ambition for 1.5°C:** we’ve set a science-based target for carbon reduction, which was validated by the Science-based Targets initiative in September 2021.

ENVIRONMENTAL GOVERNANCE AND MANAGEMENT



Our **Board** is the senior governance body of the firm with responsibility for supporting the overall success and sustainability of the firm (including environmental sustainability) and **the Executive** is responsible for the day to day management of the environmental performance. To support the Executive, the firm recently created a role and appointed a new Managing Director, Sustainability and Resilience, with responsibility to coordinate and intensify our actions across Sustainability & ESG, Responsible Business & Pro Bono, Law& and Risk, driving further growth and development through a sustainability, innovation and resilience agenda.

A number of working groups and sub-committees support the executive and the board. These include:

- **Risk Committee** – responsible for overseeing the implementation of our firmwide approach to managing risk, including S&ESG risk.
- **S&ESG Steering Committee** – responsible for providing leadership and encouraging innovation in our client-facing efforts on S&ESG issues. The steering committee also has oversight of our S&ESG risk and opportunity assessment, integration of this into our governance structure and reporting against S&ESG risks and opportunities.
- **International Energy and Climate Change Committee (IECC)** – responsible for setting internal strategic priorities for operational sustainability and leading the implementation of practical projects and initiatives with a focus on energy and carbon reduction.
- **SHE (Safety, Health, Environment) Management Planning Committee** – responsible for maintaining management systems (including for environmental and energy management) and supporting external verification and certification schemes (such as ISO and Carbon Trust).

Each of our offices contributes to meeting our firmwide environmental targets under the leadership of their Office Managing Partner (OMP). OMPs appoint Environmental Leads in their respective offices to champion environmental initiatives at a local level in support of our firmwide environmental objectives.



What's next

Net zero and carbon offsetting

Adopting our science-based target for carbon reduction has put us on the path to becoming a net-zero firm, and this will become one of our key ambitions going forward. We are currently developing a strategy to reach this goal and will publish this in 2022.

We look forward to the finalised SBTi Net Zero Guidance which we anticipate will inform our net zero strategy. We will explore carbon offset options but recognise these are only for the hardest to abate emissions and we will be transparent about how they are used.

“On sustainability – how do we go fast but deliberately?”

DLA Piper colleague

6.0 Leadership and governance

International organisation structure

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

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

DLA Piper's business in the US is governed by DLA Piper LLP (US). More information can be found [here](#).

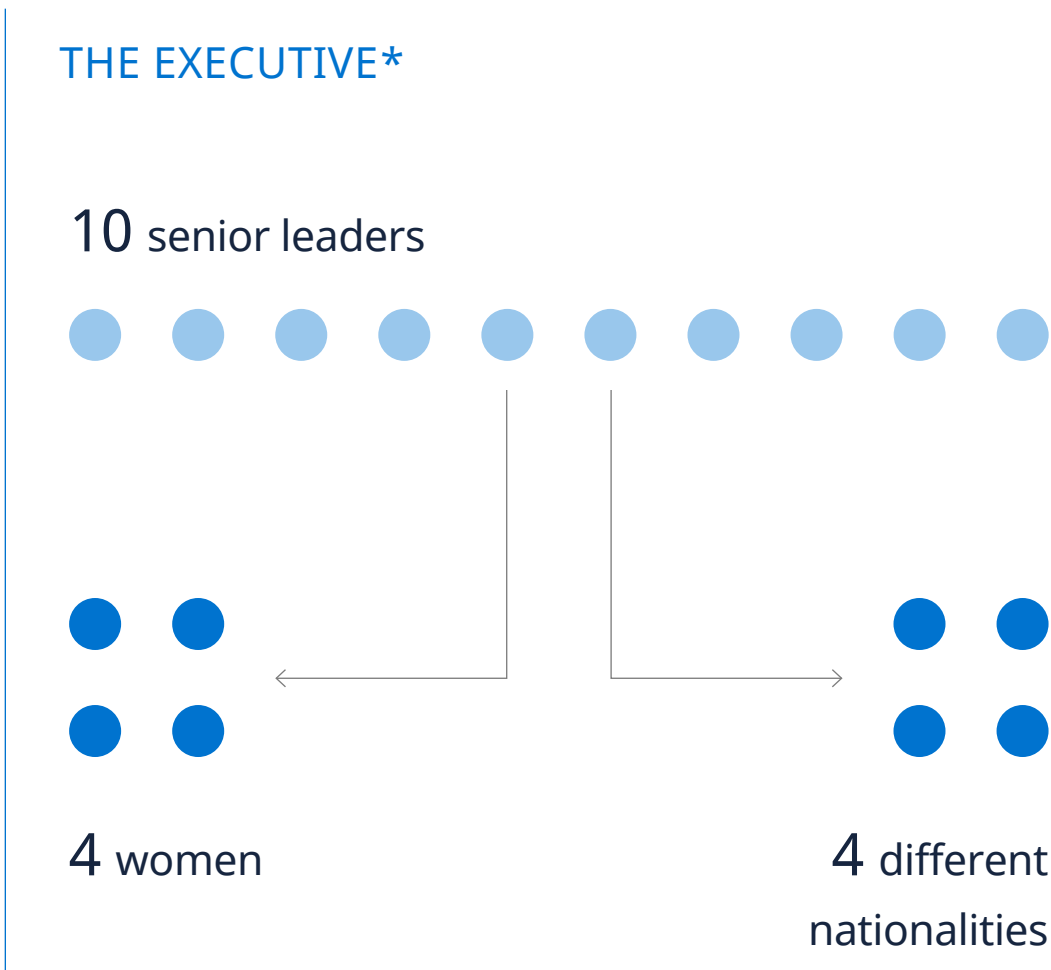
DLA Piper International LLP and DLA Piper LLP (US) are members of DLA Piper Global (a Swiss verein). Its senior governance body is the Global Board, which comprises representatives from both LLPs.

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

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

The International Executive

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



*These figures reflect the firm as of September 2021, and are not yet reflected in the KPI tables provided in the back of the report, which measure these KPIs at April 30 of each financial year.

Executive composition

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

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

S&ESG management structure and governance

The Executive is responsible for decision-making on economic, environmental and social topics. The Board is responsible for approving the firmwide strategy, which incorporates S&ESG elements.

The Executive is responsible for managing economic and S&ESG impacts, risks and opportunities and the Managing Partner reports regularly to the Board on these matters. The Managing Partner’s reporting to the Board includes insights from engagement and consultation with various stakeholders, including our people, partners, clients and suppliers.

Responsibility for the component parts of our S&ESG strategy is shared between members of the Executive, all of whom report to the Managing Partner. The newly created role of Managing Director, Sustainability & Resilience has responsibility for coordinating and intensifying actions across Sustainability and ESG, Responsible Business and Pro Bono, Law& and Risk.

Group Heads, Sector Heads and Country Managing Partners are responsible for the implementation of the S&ESG strategy within their respective areas of responsibility and driving performance. The firm has established an S&ESG Steering Committee that oversees implementation of the S&ESG strategy across the firm’s locations, practice groups and sectors. Members are drawn from across the firm’s geographical spread and include S&ESG subject matter experts. The S&ESG Steering Committee reports to the Executive.

DLA Piper focuses on managing S&ESG impacts across several key sustainability areas, and the strategy for each of these areas is managed by various working groups. These working groups report to the S&ESG Steering Committee. **For more about governance and accountability across our key areas of impact, see the Governance and Management boxes in each of the main sections of the report.**

The International Board

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

Our Senior Partner, Andrew Darwin, is the Board Chair. He is responsible for leading the International Board and creating the conditions for overall Board and individual Board member effectiveness. Andrew began his four-year term of office in February 2018.

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

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

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

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

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

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

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



Board composition

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

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

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

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

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

As of 1 July 2021 there were 13 members on the Board, comprising eight different nationalities and five women.

Independent Board members

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

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

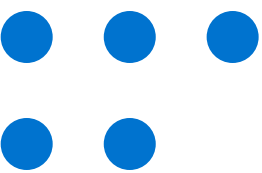
We consider independent Board member candidates on merit and against objective criteria. These criteria include evaluating candidates’ experience across a range of topics including economic, environmental and social topics.

Board advisors

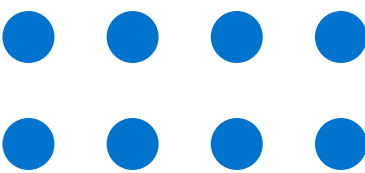
The Board is supported by the General Counsel and a professionally qualified and experienced Board and Company Secretary.

THE BOARD*

13 members



5 women



8 different nationalities

*These figures reflect the firm as of July 2021, and are not yet reflected in the KPI tables provided in the back of the report, which measure these KPIs at April 30 of each financial year.

Board performance

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

Building on the value derived from undertaking the first independent Board evaluation in 2019, in 2020 the Board again commissioned Independent Board Evaluation to review the Board's effectiveness, 12 months after their first review. The review process included an evaluation of the Board, the Senior Partner and the Managing Partner, and individual Board member performance. The process included observation of a Board meeting and detailed interviews with every Board member, the General Counsel and the Board and Company Secretary by the independent evaluator.

Conclusions and recommendations arising from the reviews were presented to the Board by the evaluator and follow up actions are tracked by the Board and Company Secretary and progress reported regularly to the Board.

In early 2021, the Board carried out a formal assessment of its skills, experience and knowledge across a range of areas (including S&ESG topics) considered as relevant and important for the effective conduct of the Board. This exercise resulted in a documented matrix setting out the Board's

skills, knowledge and experience. This matrix is used to shape the Board's formalised development and training programme in all areas, including those related to S&ESG.

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

Internal controls and risk management

The Members' Agreement requires the Board to ensure there is a sound system of internal control and risk management, to approve the strategic risk register and to monitor the firm's main risks. Additionally, the Members' Agreement establishes the Risk Committee as a standing committee of the Board and sets out its core responsibilities, which are supplemented with Board-approved terms of reference. The Risk Committee receives reports at each meeting from both the Director of Risk and the General Counsel on the robustness and effectiveness of the firm's risk management and internal control framework, which includes risks associated with economic, environmental and social topics.

The Risk Committee reports formally to the Board after each meeting. The Risk Committee may requisition internal audit to perform risk and assurance reviews on specific areas of concern or emerging risks as deemed necessary. In November 2020, the Board approved a new documented Enterprise

Risk Management Approach Framework setting out how risks are to be managed on an enterprise-wide basis across the firm. The Risk Committee is responsible for reviewing management's assessment of our principal risks, including risks associated with our economic and S&ESG performance.

For more about our approach to managing S&ESG risks, including the risks associated with climate change, see [page 99](#).

7.0 Reporting on sustainability

Read on:

- 7.1 Key Performance Indicators
- 7.2 GRI Index
- 7.3 United Nations Global Compact Index
- 7.4 Sustainable Development Goals reference table
- 7.5 External memberships, commitments and awards
- 7.6 Further information

7.1 Key Performance Indicators

Evolving our reporting approach

We are continually improving our approach to reporting on our sustainability performance. This report goes one step further from our previous reporting by beginning to align to the GRI standard where possible, as well as to select indicators from SASB and WEF standards. Our reporting is not yet where we'd like it to be, and we look forward to aligning even closer to leading practice in the coming years.

The data contained in the below KPI tables covers DLA Piper International for the 2020/21 Financial Year (May 2020 through April 2021). Where data covers additional entities, like our Brand Integrated Firms or our US offices, excludes certain countries or geographies, or covers a different timeframe, this is clearly noted. As best practice and methodologies for reporting and our own internal data management systems continue to improve, some data in this report may have been adjusted from what was previously reported to reflect these improvements.

Carbon Intelligence has provided [limited assurance](#) of our [greenhouse gas emissions](#) figures against ISO 14064 standard ([click to download](#)).

* **Temporary (Fixed Term) employee** – An employee with a contract of employment which is due to end when a specified end date is reached, a specified event does or doesn't happen, or specified task has been completed.

Regular employee – An employee with a permanent employment contract, with no end date.

Our firm

AT A GLANCE

	2020/21	2019/20	2018/19	REPORTING STANDARD REFERENCES
Total employees and partners				
Grand total (International and Brand Integrated Firms)	7,415	7,213	6,336	GRI 102-7 (2016)
International only	6,547	6,245	6,336	GRI 102-7 (2016)
Brand Integrated Firms only	868	968	n/a	GRI 102-7 (2016)
Contract type and employment status by gender				
Temporary vs. Regular employee status by gender*	Female: 7% temporary / 93% regular	Female: 9% temporary / 91% regular	Female: 8% temporary / 92% regular	GRI 102-8 (2016) SASB SV-PS-000.A
	Male: 8% temporary / 92% regular	Male: 9% temporary / 91% regular	Male: 8% temporary / 92% regular	
Full-time vs. Part-time contract status by gender	Female: 80% Full-time / 20% Part-time	Female: 79% Full-time / 21% Part-time	Female: 79% Full-time / 21% Part-time	GRI 102-8 (2016) SASB SV-PS-000.A
	Male: 93% Full-time / 7% Part-time	Male: 93% Full-time / 7% Part-time	Male: 92% Full-time / 8% Part-time	
Females (%)	58%	58%	58%	SASB SV-PS-330a.1 WEF 11 (2021)
New hires ²	1,237	2,065	2,147	GRI 401-1 (2016)
Average employee age	38	37	38	WEF 11 (2021)

GOVERNANCE

	2020/21	2019/20	2018/19	REPORTING STANDARD REFERENCES
Number of nationalities on board	8	8	8	GRI 405-1 (2016)
Females on board	3 of 12 (25%)	4 of 13 (31%)	4 of 13 (31%)	GRI 405-1 (2016) SASB SV-PS-330a.1
Number of nationalities on the Executive	4	4	4	GRI 405-1 (2016)
Females on the Executive	3 of 10 (33%)	3 of 10 (33%)	3 of 10 (33%)	GRI 405-1 (2016) SASB SV-PS-330a.1

(As of April 30 of each Financial Year)

GENDER DIVERSITY

	2020/21	2019/20	2018/19	REPORTING STANDARD REFERENCES
Female partners (%)	21%	21%	20%	SASB SV-PS-330a.1
Females in new partner promotions (%)	24%	33%	26%	WEF
Female lawyers (%)	52%	51%	51%	SASB SV-PS-330a.1 WEF
Female trainees (%)	59%	56%	55%	SASB SV-PS-330a.1 WEF
Female paralegals (%)	67%	69%	67%	SASB SV-PS-330a.1 WEF
Female Business Services professionals (%)	62%	71%	71%	SASB SV-PS-330a.1 WEF

Occupational health & safety

	2020/21	2019/20	2018/19	REPORTING STANDARD REFERENCES
Number and percentage workers covered by an OHS management system that has been certified by an external party*	2,267 / 35%	2,259 / 36%	2,125 / 34%	GRI 403-8 (2018)
Number of recordable work-related injuries	1	2	1	GRI 403-9 (2018)
Types of recordable work-related injuries	Slip and trip	Slip and trip Scalding	Struck by an object	GRI 403-9 (2018)
Rate of recordable work-related injuries (per mil. hours worked)	0.07	0.14	0.07	GRI 403-9 (2018)
Number of hours worked (estimated based on 50 hours per week average)	15,058,100	14,363,500	14,572,800	GRI 403-9 (2018)
Number of cases of recordable work-related ill health	0	0	2	GRI 403-10 (2018)

*Our 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 2022.

Engagement

	2020/21	2019/20	REPORTING STANDARD REFERENCES
Engagement Index (IE) score**	72%***	68%	SASB SV-PS-330a.3

Sustainable procurement

	2020/21	2019/20	REPORTING STANDARD REFERENCES
% colleagues with procurement responsibilities across all locations that have received training on the Modern Slavery Act	80%	n/a	Ecovadis

**Our Engagement Index (EI) is formed by five survey questions and was first introduced in 2019:

- DLA Piper motivates me to do more than is required.
- I feel motivated to do more than is required of me.
- Given your choice, how long would you plan to continue working at DLA Piper?
- I would recommend DLA Piper as a good place to work.
- I feel proud to work at DLA Piper

*** Normally our EI score is generated in our October engagement survey annually. However, due to changes in our approach to surveys during the COVID-19 pandemic, the Engagement Index score for 2020/21 was generated from a survey conducted in April 2021.

Society and community

	2020/21	2019/20	2018/19	REPORTING STANDARD REFERENCES
Pro bono hours contributed (including hours from our US offices)	228,852*	206,336*	201,800*	B4SI
Number of countries where we had pro bono projects	88	79	-	B4SI
Number of students supported by Head Start internationally	86	58	32	B4SI
Number of Fellows supported through the Global Scholarships Programme	59	59	53	B4SI
Total funds donated to social causes (corporate giving) (GBP)	158,787*	125,261*	125,261*	B4SI
Total funds raised by employees and partners (leveraged funds) (GBP)	117,561*	109,830*	417,681*	B4SI

*Data is based on calendar, rather than financial year.

Environment*

Carbon emissions

TOTAL CARBON EMISSIONS

	% CHANGE FROM BASELINE	2020/21	2019/20 (BASELINE YEAR)	REPORTING STANDARD REFERENCES
Total Scope 1, 2 (Location-Based) & 3 (tCO ₂ e)	-29%	91,260	128,201	GRI 305-5 (2016) WEF 7 (2021) SBTi
Total Scope 1, 2 (Market-Based) & 3 (tCO ₂ e)	-29%	89,367	125,793	GRI 305-5 (2016) WEF 7 (2021) SBTi

CARBON INTENSITY – TOTAL EMISSIONS PER EMPLOYEE & PARTNER

	% CHANGE FROM BASELINE	2020/21	2019/20 (BASELINE YEAR)	REPORTING STANDARD REFERENCES
Carbon emissions per employee – Total Scope 1 & 2 (location-based) & 3 intensity (tCO ₂ e)	-31%	12.3	17.8	GRI 305-4 (2016) WEF 7 (2021)
Carbon emissions per employee – Total Scope 1 & 2 (market-based) & 3 intensity (tCO ₂ e)	-31%	12.1	17.4	GRI 305-4 (2016) WEF 7 (2021)

*Please note, environmental data below includes DLA Piper’s Brand Integrated Firms.

CARBON EMISSIONS BY SCOPE

	% CHANGE FROM BASELINE	2020/21	2019/20	REPORTING STANDARD REFERENCES
Total Scope 1 emissions (tCO ₂ e)	+11%	1,623	1,467	GRI 305-1 (2016) GRI 305-5 (2016) WEF 7 (2021)
Total Scope 2 emissions (location-based) (tCO ₂ e)	-24%	4,510	5,925	GRI 305-2 (2016) GRI 305-5 (2016) WEF 7 (2021)
Total Scope 2 emissions (market-based) (tCO ₂ e)	-26%	2,617	3,517	GRI 305-2 (2016) GRI 305-5 (2016) WEF 7 (2021)
Total Scope 3 emissions (tCO ₂ e)	-30%	85,127	120,809	GRI 305-3 (2016) GRI 305-5 (2016) WEF 7 (2021)

	% CHANGE FROM BASELINE	2020/21	2019/20	REPORTING STANDARD REFERENCES
Scope 3 break-down				
Scope 3 emissions from procurement (purchased goods and services, capital goods, water) (tCO ₂ e)	-15%	75,483	88,698	WEF 7 (2021)
Scope 3 emissions from business travel (tCO ₂ e)	-93%	1,870	25,622	WEF 7 (2021)
Scope 3 emissions from employee commuting (tCO ₂ e)	+36%	6,464*	4,783	WEF 7 (2021)
Scope 3 emissions from fuel and energy related activities (FERA) (tCO ₂ e)	-23%	878	1,142	WEF 7 (2021)
Scope 3 emissions from waste generated in operations (tCO ₂ e)	-35%	207	317	WEF 7 (2021)
Scope 3 emissions from upstream transportation & distribution (tCO ₂ e)	-9%	226	247	WEF 7 (2021)

*In FY 20/21 emissions from employee commuting also include emissions from homeworking. These emissions were not included in FY 19/20.

Energy

ENERGY CONSUMPTION

	% CHANGE FROM BASELINE	2020/21	2019/20 (BASELINE YEAR)	REPORTING STANDARD REFERENCES
Total energy consumed (MWh)	-15%	21,320	25,118	GRI 302-1 (2016) GRI 302-4 (2016) Ecovadis
Total electricity consumed (MWh)	-20%	14,173	17,740	GRI 302-1 (2016)
Total fuels consumed (MWh)	-3%	7,147	7,378	GRI 302-1 (2016)
Natural gas consumed (MWh)	3%	6,762	6,561	
Petrol consumed (Mobile) (MWh)	-38%	258	414	
Petrol consumed (Stationary) (MWh)	n/a	0	0	
Diesel consumed (Mobile) (MWh)	-69%	127	404	
Diesel consumed (Stationary) (MWh)	n/a	0	0	
Energy intensity ratio (MWh per m² of office space)	-20%	0.12	0.15	GRI 302-3 (2016)
Total office space in m²	2.5%	175,850	171,592	GRI 302-3 (2016)

Waste

	YoY CHANGE	2020/21	2019/20	REPORTING STANDARD REFERENCES
Total waste produced (tonnes)	-63%	498	1,360	GRI 306-3 (2020) Ecovadis
Total waste diverted from landfill (tonnes)	-70%	266	1,000	GRI 306-4 (2020)
Total waste landfilled (tonnes)	-35%	232	359	GRI 306-5 (2020)
Diverted away from landfill (% of total)		53%	74%	Organisation-specific metric

Environmental management

	2020/21	2019/20	REPORTING STANDARD REFERENCES
% of all operational sites for which an environmental risk assessment has been conducted	100%	100%	Ecovadis
Total monetary value of significant fines for non-compliance with environmental laws	none	none	GRI 307-1 (2016)
Cases brought through dispute resolution mechanisms for non-compliance with environmental laws	none	none	GRI 307-1 (2016)

7.2 GRI Index

This index summarises the disclosures aligned with the GRI standard made in this report.

ORGANISATIONAL STRATEGY

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 102: General Disclosures	102-1: Name of Organisation	• Introduction > Report scope	
GRI 102: General Disclosures	102-2: Activities, brands, products and services	• Introduction > Who we are	
GRI 102: General Disclosures	102-3: Location of Headquarters	• Introduction > Report scope	Follow link to our website for full list of our entities
GRI 102: General Disclosures	102-4: Location of operations	• Introduction > Report scope	Follow link to our website for full list of our entities
GRI 102: General Disclosures	102-5: Ownership and legal form	• Leadership and governance > International organisation structure	
GRI 102: General Disclosures	102-6: Markets served	• Introduction > Who we are	
GRI 102: General Disclosures	102-7: Scale of organisation	• Introduction > About us	

GRI 102: General Disclosures	102-8: Information on employees and other workers	• Reporting on sustainability > Key Performance Indicators > Our firm at a glance	
GRI 102: General Disclosures	102-9: Supply chain	• Our suppliers > Why it matters	
GRI 102: General Disclosures	102-10: Significant changes to the organisation and its supply chain	• Our suppliers > What we're doing > Modern Slavery training	Follow link to our latest Slavery and Human Trafficking Statement
GRI 102: General Disclosures	Disclosure 102-11: Precautionary Principle or approach	• Our environment > Environmental Sustainability Policy	
GRI 102: General Disclosures	102-12: External initiatives	• Reporting on sustainability > External memberships, commitments and awards	
GRI 102: General Disclosures	102-13: Membership of associations	• Reporting on sustainability > External memberships, commitments and awards	

We are not yet reporting fully in accordance with the GRI standards, but have reported on as many indicators as possible in an effort to begin aligning our reporting. In the future we plan to fully report in accordance with the GRI standards.

STRATEGY

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 102: General Disclosures	102-14: Statement from senior decision-maker	<ul style="list-style-type: none">• Introduction > Chair’s statement• Introduction > In conversation with Simon Levine	
GRI 102: General Disclosures	102-15: Key impacts, risks and opportunities	<ul style="list-style-type: none">• Introduction > Our approach to sustainability	

ETHICS AND INTEGRITY

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 102: General Disclosures	102-16: Values, principles, standards, and norms of behaviour	<ul style="list-style-type: none">• Introduction > About us > Our values• Introduction > About us > Acting with integrity	
GRI 102: General Disclosures	102-17: Mechanisms for advice and concerns about ethics	<ul style="list-style-type: none">• Introduction > About us > Acting with integrity	

GOVERNANCE

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 102: General Disclosures	102-18: Governance structure	<ul style="list-style-type: none">• Leadership and governance	
GRI 102: General Disclosures	102-19: Delegating authority	<ul style="list-style-type: none">• Leadership and governance	
GRI 102: General Disclosures	102-20: Executive-level responsibility for economic, environmental and social topics	<ul style="list-style-type: none">• Leadership and governance	
GRI 102: General Disclosures	102-21: Consulting stakeholders on economic, environmental and social topics	<ul style="list-style-type: none">• Introduction > Our approach to sustainability > 2021 Materiality Assessment	
GRI 102: General Disclosures	102-22: Composition of the highest governance body and its committees	<ul style="list-style-type: none">• Leadership and governance	
GRI 102: General Disclosures	102-23: Chair of the highest governance body	<ul style="list-style-type: none">• Leadership and governance	
GRI 102: General Disclosures	102-24: Nominating and selecting the highest governance body	<ul style="list-style-type: none">• Leadership and governance	
GRI 102: General Disclosures	102-26: Roles of highest governance body in setting purpose, values, and strategy	<ul style="list-style-type: none">• Leadership and governance	

GOVERNANCE

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 102: General Disclosures	102-27: Collective knowledge of highest governance body	<ul style="list-style-type: none">Leadership and governance	
GRI 102: General Disclosures	102-28: Evaluating the highest governance body's performance	<ul style="list-style-type: none">Leadership and governance	
GRI 102: General Disclosures	102-29: Identifying and managing economic, environmental and social impacts	<ul style="list-style-type: none">Introduction > Our approach to sustainability > 2021 Materiality AssessmentLeadership and governance	
GRI 102: General Disclosures	102-30: Effectiveness of risk management process	<ul style="list-style-type: none">Leadership and governance	
GRI 102: General Disclosures	102-31: Review of economic, environmental and social topics	<ul style="list-style-type: none">Introduction > Our approach to sustainability > 2021 Materiality AssessmentLeadership and governance	
GRI 102: General Disclosures	102-32: Highest governance body's role in sustainability reporting	<ul style="list-style-type: none">Introduction > About this report	
GRI 102: General Disclosures	102-33: Communicating critical concerns	<ul style="list-style-type: none">About Us > Acting with integrity > Raising concerns	

STAKEHOLDER ENGAGEMENT

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 102: General Disclosures	102-40: List of stakeholder groups	<ul style="list-style-type: none">Introduction > About this report	
GRI 102: General Disclosures	102-42: Identifying and selecting stakeholders	<ul style="list-style-type: none">Introduction > Our approach to sustainability > 2021 Materiality Assessment	
GRI 102: General Disclosures	102-43: Approach to stakeholder engagement	<ul style="list-style-type: none">Introduction > Our approach to sustainability > Our S&ESG strategy and material issuesIntroduction > Our approach to sustainability > 2021 Materiality Assessment	

REPORTING PRACTICES

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 102: General Disclosures	102-46: Defining report content and topic Boundaries	• Introduction > Report scope	
GRI 102: General Disclosures	102-47: List of material topics	• Introduction > Our approach to sustainability > DLA Piper’s key S&ESG issues	
GRI 102: General Disclosures	102-48: Restatements of information	• Reporting on sustainability > Key Performance Indicators > Evolving our reporting approach	
GRI 102: General Disclosures	102-49: Changes in reporting	• Introduction > About this report	
GRI 102: General Disclosures	102-50: Reporting period	• Introduction > About this report	

GRI 102: General Disclosures	102-51: Date of most recent report	• Introduction > About this report	
GRI 102: General Disclosures	102-52: Reporting cycle	• Introduction > About this report	
GRI 102: General Disclosures	102-53: Contact point for questions regarding the report	• Introduction > About this report	
GRI 102: General Disclosures	102-54: Claims of reporting in accordance with the GRI Standards	• Introduction > About this report	Note: We are not yet fully aligned with GRI Standards. This report is a step towards full alignment, which we anticipate achieving next reporting cycle.
GRI 102: General Disclosures	102-55: GRI content index	• Reporting on sustainability > GRI Index	
GRI 102: General Disclosures	102-56: External assurance	• Introduction > Assurance and basis of preparation	

MANAGEMENT APPROACH

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 103: Management Approach	103-1: Explanation of the material topic and its Boundary	<ul style="list-style-type: none">• Introduction > Our approach to sustainability > DLA Piper’s key S&ESG issues• Introduction > Our approach to sustainability > 2021 Materiality Assessment	<p>Our materiality assessment is ongoing at the time of this report, therefore this report is organised around our key S&ESG issues.</p> <p>In the next reporting cycle we will update our reporting approach to one based on the results of our completed materiality assessment.</p>
GRI 103: Management Approach	103-2: The management approach and its components	<ul style="list-style-type: none">• Our people > Diversity and inclusion• Our people > Health, safety and wellbeing• Our people > Learning and development• Our people > Employee engagement• Our clients• Our suppliers• Our society• Our environment	

ECONOMIC PERFORMANCE

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 201: Economic Performance	201-2: Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none">• Introduction > Our approach to sustainability• Our clients > Being a credible sustainability partner• Our environment > Understanding our climate risks	

ANTI-CORRUPTION

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 205: Anti Corruption	205-2: Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none">• Introduction > About us > Acting with integrity	

TAX

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 207: Tax	207-1: Approach to tax	• Introduction > About us > Acting with integrity	
GRI 207: Tax	207-2: Tax governance, control, and risk management	• Introduction > About us > Acting with integrity	Follow link to view our tax strategy

ENERGY

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 302: Energy	302-1: Energy consumption within the organization	• Reporting on sustainability > Key Performance Indicators > Environment > Energy	
GRI 302: Energy	302-3: Energy intensity	• Reporting on sustainability > Key Performance Indicators > Environment > Energy	
GRI 302: Energy	302-4: Reduction of energy consumption	• Reporting on sustainability > Key Performance Indicators > Environment > Energy	

EMISSIONS

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 305: Emissions	305-1: Direct (Scope 1) GHG emissions	• Reporting on sustainability > Key Performance Indicators > Environment > Carbon emissions	
GRI 305: Emissions	305-2: Energy indirect (Scope 2) GHG emissions	• Reporting on sustainability > Key Performance Indicators > Environment > Carbon emissions	
GRI 305: Emissions	305-3: Other indirect (Scope 3) GHG emissions	• Reporting on sustainability > Key Performance Indicators > Environment > Carbon emissions	
GRI 305: Emissions	305-4: GHG emissions intensity	• Reporting on sustainability > Key Performance Indicators > Environment > Carbon emissions	
GRI 305: Emissions	305-5: Reduction of GHG emissions	• Reporting on sustainability > Key Performance Indicators > Environment > Carbon emissions	

WASTE

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 306: Waste	306-1: Waste generation and significant waste-related impacts	• Our environment > What we're doing: other impacts	
GRI 306: Waste	306-2: Management of significant waste-related impacts	• Our environment > What we're doing: other impacts	
GRI 306: Waste	306-3: Waste generated	• Reporting on sustainability > Key Performance Indicators > Environment > Waste	
GRI 306: Waste	306-4: Waste diverted from disposal	• Reporting on sustainability > Key Performance Indicators > Environment > Waste	
GRI 306: Waste	306-5: Waste directed to disposal	• Reporting on sustainability > Key Performance Indicators > Environment > Waste	

ENVIRONMENTAL COMPLIANCE

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 307: Environmental Compliance	307-1: Non-compliance with environmental laws and regulations	• Reporting on sustainability > Key Performance Indicators > Environment > Environmental management	

EMPLOYMENT

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 401: Employment	401-1: New employee hires	• Reporting on sustainability > Key Performance Indicators > Our firm at a glance	

OCCUPATIONAL HEALTH AND SAFETY

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 403: Occupational Health and Safety	403-8: Workers covered by an occupational health and safety management system	• Reporting on sustainability > Key Performance Indicators > Occupational health & safety	
GRI 403: Occupational Health and Safety	403-9: Work-related injuries	• Reporting on sustainability > Key Performance Indicators > Occupational health & safety	
GRI 403: Occupational Health and Safety	403-10: Work-related ill health	• Reporting on sustainability > Key Performance Indicators > Occupational health & safety	

TRAINING AND EDUCATION

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 404: Training and Education	404-2: Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none">Our people > Learning and development	

DIVERSITY AND EQUAL OPPORTUNITY

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 405: Diversity and Equal Opportunity	405-1: Diversity of governance bodies and employees	<ul style="list-style-type: none">Reporting on sustainability > Key Performance Indicators > Our firm	

HUMAN RIGHTS

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION AND OMISSIONS
GRI 412: Human Rights Assessment	412-2: Employee training on human rights policies or procedures	<ul style="list-style-type: none">Our suppliers > Modern Slavery training	

7.3 United Nations Global Compact Index

This report serves as our Communication on Progress, an annual disclosure to stakeholders on progress made in implementing the Ten Principles of the UN Global Compact in the areas of human rights, labour, environment and anti-corruption. We provide this index corresponding to our progress in implementing the Ten Principles.


UNGC PRINCIPLE	SUSTAINABILITY REPORT REFERENCE
PRINCIPLE 1 AND PRINCIPLE 2	
Businesses should support and respect the protection of internationally proclaimed human rights. Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none">• Our suppliers > Sustainable procurement governance• Our society > Pro bono: justice for all• Also see: DLA Piper Modern Slavery Statements
PRINCIPLE 3	
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none">• Our suppliers > Sustainable procurement governance
PRINCIPLE 4	
Businesses should uphold the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none">• Our suppliers > Sustainable procurement governance• Also see: DLA Piper Modern Slavery Statements

UNGC PRINCIPLE	SUSTAINABILITY REPORT REFERENCE
PRINCIPLE 5	
Businesses should uphold the effective abolition of child labour.	<ul style="list-style-type: none">• Our suppliers > Sustainable procurement governance• Also see: DLA Piper Modern Slavery Statements
PRINCIPLE 6	
Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none">• Our people > Diversity and inclusion• Our suppliers > Sustainable procurement governance
PRINCIPLE 7	
Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none">• Our environment
PRINCIPLE 8	
Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none">• Our environment• Our clients
PRINCIPLE 9	
Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none">• Our environment• Our clients
PRINCIPLE 10	
Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none">• Introduction > Acting with integrity• Our suppliers > Sustainable procurement governance

7.4 Sustainable Development Goals reference table

The below table provides a high level summary of some of our work towards our key SDGs at the target level. This table is not comprehensive, and only a selection of projects is highlighted.


Over the coming years we will be working to improve our reporting against the SDGs by refining our material SDGs, setting targets, and measuring our progress against these targets.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER'S ACTIVITIES
<div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div><div>Ensure healthy lives and promote well-being for all at all ages</div></div>	3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	We are promoting mental health and wellbeing within DLA Piper through our Health & Wellbeing Strategy.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER'S ACTIVITIES
<div><div><div>4</div><div>QUALITY EDUCATION</div><div></div></div><div>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</div></div>	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	We are promoting access to quality education and skills through our Apprenticeships and our Head Start programme.
	4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	We are promoting access to quality education and skills through our Apprenticeships and our Head Start programme.
	4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	Our Global Scholarships Programme supports future leaders in developing countries.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	4.b	By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	Our Global Scholarships Programme supports around 50 law students in developing countries each year.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
 Achieve gender equality and empower all women and girls	5.1	End all forms of discrimination against all women and girls everywhere	Our Pro Bono practice supports several projects aiming to end discrimination against women and girls, including research to support ratification of legislation that promotes equal employment for women in a developing country in Africa, a review of national laws and how they may contribute to gender discrimination in middle eastern countries, analysis of legislation and regulations influencing women’s capacities and decisions to participate in the workforce and start businesses in 189 economies around the world, as well as training and support to a women’s university moot team in the Middle East.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	<p>Our lawyers participate in several clinics around the world that directly assist individuals to escape violence in their homes, and provide advice and representation to victims of sexual harassment and sex discrimination to seek remedies.</p> <p>We’ve also carried out several research projects, including to capture government and civil society’s response to the issues of domestic violence during the COVID-19 pandemic, and to help end exploitation of children in sex work.</p>
	5.3	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	We’ve carried out research with the aim to draw attention to the problem of Female Genital Mutilation (FGM) and to advocate for its elimination. We’ve also represented women asylum seekers who were subject to FGM.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	5.5	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	<p>We’ve set a target to reach 40% of women in our partnership by 2030.</p> <p>We run pro bono projects that support women in setting up businesses, participate in clinics that support victims of sexual harassment and sexual discrimination, and have conducted legal research focused on reviewing legal, policy and administrative barriers preventing refugee women from being able to work or establish businesses in high refugee hosting countries.</p>
	5.6	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences	We have conducted research on surrogacy in Cambodia, and on access to reproductive healthcare, as well as research on adolescent age of consent, adolescent access to reproductive healthcare and information in multiple African countries, and research on advertising and public dissemination of abortion services and access to IVF or IUI treatment in the EU.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	5.a	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	We carried out research on barriers faced by women refugees in OECD countries.
	5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	We carried out a study on critical lessons and good practices emerging from reforming the minimum age of marriage.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	We are working to develop a procurement platform for businesses in Least Developed Countries to enable them to connect with multinational businesses and to diversify supply chains.
	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	We have provided advice on and representation to refugees to obtain permission to work while they are awaiting resettlement.
	8.6	By 2020, substantially reduce the proportion of youth not in employment, education or training	Our apprenticeships, Head Start and Global Scholarships programmes support the education and employment of young people globally. We also provide lectures, internships, and practical legal skills training for young people around the world.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div>	8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	<p>In our own operations we are continuously strengthening our procurement management systems to ensure we are effectively managing any risks of forced labour, modern slavery, child labour or human trafficking in our supply chain.</p> <p>Our pro bono practice has conducted research on trafficking and labour abuse, advocated for accessible compensation schemes for victims of human trafficking, supported workers in the construction industry to better understand the relevant local labour law, and has provided ad-hoc pro bono support on the issue of seafarer abandonment, which is where crews have been abandoned by the owner onboard their vessel without pay, often without provisions, or a way of getting home.</p>

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div>			We’ve also seconded a lawyer for one day every two weeks to support a charity that investigates and rescues victims from situations of modern slavery in the UK and helps them with rehabilitation and claims for compensation.
	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Our Know Your Rights programme provides basic legal education and empowerment to asylum seekers, migrants, refugees and First Nations People, including sessions focusing on employment.
	8.10	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	We’ve supported refugees and asylum seekers to identify local banking arrangements that are available for them.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER'S ACTIVITIES
<div></div> <div>Reduce inequality within and among countries</div>	10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	<p>We've provided advice and representation to refugees to obtain permission to work while they are waiting for resettlement. We've supported minority-owned businesses through pro bono advice, support, training and networking. We run a legal education programme for refugees which empowers their inclusion in society.</p> <p>We've also supported a professional mentoring programme designed to empower women refugees by working directly with them to support their confidence, aspirations and professional networks, and to support their efforts towards employment.</p>


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER'S ACTIVITIES
<div></div>	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Many of our pro bono and societal investment programmes aim to reduce inequality. For example, our Global Scholarships Programme supports law students in less developed countries to become leaders and improve governance in their home countries. We run a number of clinics that support vulnerable individuals, including supporting deaf children and their families with their applications for disability living allowance, supporting refugees to challenge delays by the UK Home Office in processing their applications so that the 'no recourse to public funds' condition can be removed, which denies them access to majority of welfare benefits, and providing advice and representation to victims of sexual harassment and sex discrimination.
	10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	We've seconded a lawyer to Economic Justice Australia to analyse legislative amendments in relation to social security rights, with the aim to promote law reform.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div></div>	10.7	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies	We work on a number of statelessness projects, including providing an annotated legislation guide to the Vietnamese living in Cambodia in order to educate the population on pathways to citizenship; research on international displacement in the Asia Pacific region; helping ISI to populate the world's first statelessness database that tracks UN bodies' responses and commentary in relation to statelessness; reviewing citizenship-stripping laws in Australia; supporting a statelessness NGO in Nepal; and others. We also undertake Family Reunion applications for refugees in the UK with family members in other jurisdictions who have been separated by war and conflict.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div> Ensure sustainable consumption and production patterns</div>	12.2	By 2030, achieve the sustainable management and efficient use of natural resources	We have a target to divert 95% of waste away from landfill by 2025.
	12.3	By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	We have a target to divert 95% of waste away from landfill by 2025, this includes reducing food waste in our canteens.
	12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	We have a target to divert 95% of waste away from landfill by 2025.
	12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	We have set environmental targets, including an externally validated science-based target, and have begun reporting on our progress annually.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	12.7	Promote public procurement practices that are sustainable, in accordance with national policies and priorities	We've recently updated our Sustainable Procurement policy to align with our sustainability ambitions. We have identified carbon hot spots in our supply chain and are developing an engagement plan to work with our key suppliers to reduce their carbon footprint (our Scope 3 emissions).
	12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	We have launched an internal campaign (eMission 2030) to engage all DLA Piper people in our efforts to meet our science-based target for carbon reduction. The campaign provides quarterly updates to all staff about how we are performing against our targets, highlights different impact areas, and engages over 150 local champions who work to implement and communicate climate mitigating actions at our offices throughout the world.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
 Take urgent action to combat climate change and its impacts	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	We've conducted research on internal displacement in the Asia Pacific region, which will be used to advocate for more adaptive policies in the region.
	13.2	Integrate climate change measures into national policies, strategies and planning	We've conducted comparative research on whether local corporate laws in certain jurisdictions already set objectives for entities regarding the protection of climate, we've drafted a report on the gaps in environmental and climate law post-Brexit, and we've conducted a review of a developing country's climate change bill to promote domestication of international climate standards.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div><div>13</div><div>CLIMATE ACTION</div><div></div></div>	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	In addition to working towards our science-based target for carbon reduction and engaging all our people in these efforts, we also run a number of pro bono programmes that aim to improve education on climate change. For example, a team of our lawyers has worked to develop a training on the Aarhus convention and enviromental justice, another team assisted on a project to draft a bill to include climate education in schools in Scotland. We're also working with a developing country government to help draft the rules of their new green tribunal.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div><div>14</div><div>LIFE BELOW WATER</div><div></div></div> <div>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</div>	14.2	By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	We supported a consortium of conservation organisations in negotiation with the Government of Tristan da Cunha to create the largest marine protected zone (MPZ) in the Atlantic Ocean and the fourth largest worldwide.
	14.4	By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics	We supported a consortium of conservation organisations in negotiation with the Government of Tristan da Cunha to create the largest marine protected zone (MPZ) in the Atlantic Ocean and the fourth largest worldwide.
	14.5	By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	We supported a consortium of conservation organisations in negotiation with the Government of Tristan da Cunha to create the largest marine protected zone (MPZ) in the Atlantic Ocean and the fourth largest worldwide.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div></div> <div>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</div>	15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	We are supporting the revising of a developing country’s water pollution and hydrology laws and have supported the annotation of open land contracts in Africa.
	15.2	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	We are supporting a developing country in a comprehensive review of legislation, regulations and directives related to deforestation.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div></div>	15.7	Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	We sit on the United for Wildlife Banking and Transport Task Forces. These are private-sector collaborations aimed at strengthening law enforcement efforts to tackle illegal wildlife trade globally. Together with our project partners, the Durrell Wildlife Conservation Trust (Durrell) and TRAFFIC, we are engaged in a two-year programme to combat wildlife crime in Sub-Saharan Africa, with a focus on Madagascar. We're also assisting the Government of Madagascar and project partner Durrell to develop a national crime unit and a coordinated action plan to combat poaching and smuggling of endangered species in Madagascar.
	15.8	By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species	Our legal research is supporting Durrell's long-standing Island Restoration Programme in Mauritius. Isolated from mainland Mauritius, the islets' delicate ecosystems are hugely vulnerable to the threat of invasive alien species.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	15.9	By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	We've supported a developing country in a comprehensive review of legislation, regulations and directives related to deforestation. This programme forms part of the government's long-term plans to create a climate-resilient green economy.
	15.c	Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities	We are conducting research in multiple countries on information sharing to help identify, trace and combat wildlife trafficking.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.1	Significantly reduce all forms of violence and related death rates everywhere	<p>We are supporting the protection of girls in The Gambia from abuse and exploitation in early marriage by providing technical assistance to draft legislation to end child marriage. We are also protecting children in Mongolia from violence through a review of the Mongolian Child Protection Act to ensure it is in line with the Convention on the Rights of the Child and international best practice.</p> <p>We participate in several weekly clinics where our lawyers provide migration assistance to individuals in domestic violence situations. We’ve provided governance advice to a grassroots organisation in order to implement restorative alternative to current inadequate responses to sexual and domestic violence.</p>

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div></div></div>	16.2	End abuse, exploitation, trafficking and all forms of violence against and torture of children	We've contributed to a UN report that aims to end abuse and exploitation of children in the context of sport. We've conducted a review of laws in a developing country, dealing with child sexual exploitation and abuse, and identification of key changes needed to improve the current laws. We've also prepared a report on juvenile justice and children in conflict with the law. Our ongoing child justice drive for 115 children in pretrial detention in Zambia has helped resolve the cases of 44 children that were stalled due to systemic failure. Working with UNICEF and other partners we are developing information and advocacy materials that will help reduce the numbers of children in pretrial detention in Zambia and other countries.


SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
<div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div></div></div>	16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all	Some project examples include helping to create a natural language processor to allow lay rightsholders to write about their legal issues and have Artificial Intelligence (AI) assess what their legal problem is; supporting First Nations in relation to tenancy and employment issues; clinics providing advice to vulnerable clients such as migrants; taking on complex family reunification cases; and many others.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	16.4	Significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime	<p>With Liberty Asia, we have advocated in a white paper for increased financial regulation in Hong Kong markets and strengthened practices for identification and eliminating social risk which, in turn, will help reducing illicit money flows and exploitation of people. We have supported Oxfam to contribute to the Arms Trade Treaty negotiations, and subsequent efforts to improve implementation of the treaty.</p> <p>With the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry on behalf of the United for Wildlife collaboration, we are helping to reduce the illegal money flows associated with the illegal wildlife trade by strengthening illegal wildlife legislation and its enforcement in a number of countries including Vietnam, Thailand, Myanmar and Namibia.</p>

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	16.5	Substantially reduce corruption and bribery in all their forms	<p>At DLA Piper, we enforce a strict anti-bribery and corruption policy which applies to all our people globally and take a zero tolerance approach to breaches. We also expect our business partners to have similar policies which apply to all dealings with, on behalf of, or involving DLA Piper and have a clause in our standard terms of business with clients which sets out our anti-bribery and corruption policy and our expectations of our clients.</p> <p>We advise business and NGOs globally on best practice anti bribery and corruption approaches, and regularly host events for companies and other stakeholders outlining and promoting best practice on this subject.</p> <p>We’re hosting a ‘train the trainer’ anti-corruption programme in East Africa and tackling illegal wildlife trade in Sub-Saharan Africa.</p>

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	16.6	Develop effective, accountable and transparent institutions at all levels	We’ve conducted research covering 17 countries on fair trial and access to justice for accused persons; we’ve analysed a developing country’s criminal procedure and evidence code to identify the gaps from a defense procedural perspective and drafted recommendations to the legislator.
	16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels	<p>We’ve provided advice to a developing country on draft laws of public participation in the legislative process.</p> <p>We have advised the g7+ (a voluntary association of fragile countries that have been affected by conflict, but which are transitioning to the next stage of development) to help unite conflict and post-conflict affected countries and change the way that the developed world channels its aid and development programmes.</p>

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER’S ACTIVITIES
	16.9	By 2030, provide legal identity for all, including birth registration	We participate in Birth Certificate Clinics, providing birth registration and certificates to vulnerable clients; we’ve assisted migrants to change their name within Australia to help provide them protection and a safe identify; we’ve conducted research for a global statelessness database, and supported specific birth registration and statelessness cases.
	16.10	Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	We have contributed to a project on Freedom of Information requests relating to the use of mobile biometric print scanning and data sharing, with aims to ensure public access to information and the protection of fundamental freedoms. We’ve also supported the safeguarding of Freedom of Information and disclosure requests in various jurisdictions.

SUSTAINABLE DEVELOPMENT GOAL (SDG)	TARGET	TARGET DESCRIPTION	SUMMARY OF DLA PIPER'S ACTIVITIES
<div><div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div><div></div><div>Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</div></div>	17.3	Finance: Mobilize additional financial resources for developing countries from multiple sources	DLA Piper is the only law firm acting as a lead sponsor of the Rhino Impact Investment Project, a ground-breaking partnership of seven key wildlife organisations funded by the UK Government, UNDP, United for Wildlife and the Zoological Society of London. Goal: The \$50m bond linked to the population of African black rhinos in 5 key sites across Kenya is due to launch in 2021. The project uses an innovative outcomes-based financing model and is the first ever investment instrument dedicated to the preservation of a species.
	17.16	Multi-stakeholder partnerships: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries	We are a leading member in the newly formed Net Zero Lawyers Alliance, and we actively participate in many other sector-wide and multidisciplinary forums on sustainable development and climate change action, including UNGC's SDG Accelerator programme in the UK. We have also been appointed as a pro bono legal provider for COP26.

7.5 External memberships, commitments and awards

Awards

EMEA AWARDS



UK SOCIAL MOBILITY AWARDS

Managing Partner for Europe and current Co-Chair of the Social Mobility Commission, Sandra Wallace was nominated as ‘Champion of the Year’



2021 PEOPLE IN LAW AWARDS

Top 3 finalist for best health and wellbeing initiative



ESG LABEL 2021 BY CHOOSE MY COMPANY

ESG Label awarded to DLA Piper’s France office



LEGAL 500 UK 2020 AND 2021

Tier 1 Power/Renewables legal advisor for two consecutive years



FINANCIAL TIMES

Most Innovative Law Firm – Financial Times Innovative Lawyers Europe Awards 2021



FINANCIAL TIMES

Most Innovative Leader: Simon Levine – Financial Times Innovative Lawyers Europe Awards 2021



LEGAL 500 UK 2021

Tier 2 in Industry Focus: Energy and Infrastructure



LEGAL 500 UK 2021

21 lawyers recognised individually in the UK



AFRICAN LEGAL AWARDS

Named as the International Law Firm of the Year for the second consecutive year



INSTITUTE OF STUDENT EMPLOYER AWARDS (ISE)

Best Work Experience, Internship or Placement Programme, 2021



FINANCIAL TIMES

Most Innovative Law Firm Transformation, for our efforts to enable change with Law& – Financial Times Innovative Lawyers Europe Awards 2021

INTERNATIONAL AWARDS



WIND INVESTMENT AWARDS 2021

Global Law Firm of the Year 2021



INSPIRATIA Q12021

#1 global renewable energy legal advisor 2021



INSPIRATIA H12021

#1 global renewable energy legal advisor 2021

ASIA PACIFIC AWARDS



2020 AUSTRALIAN LAW AWARDS

Finalist for Excellence in Employee Health and Wellbeing



2020 LAWYERS WEEKLY AWARDS

Finalist for Wellness Initiative of the Year



2021 ASIA EMPLOYEE WELLBEING AWARDS

Finalist for Emotional Wellbeing category



AUSTRALIAN LGBTQ INCLUSION AWARDS 2020

Awarded as a ‘Silver Employer’



THE BEST LAWYERS IN AUSTRALIA 2021

Voted the Energy Law Firm of the Year

External memberships and commitments

INTERNATIONAL MEMBERSHIPS	EMEA MEMBERSHIPS		ASIA PACIFIC MEMBERSHIPS	EXTERNAL COMMITMENTS
<ul style="list-style-type: none">• Advocates for International Development• APBCo (The association of pro bono counsel)• Business for Societal Impact (B4SI)• Circle In• Executive Coaching Consultancy• Global Refugee Forum Legal Community Pledge• Net Zero Lawyers Alliance• Out Leadership• PILnet• Rare Recruitment• Trust Law	<ul style="list-style-type: none">• Alliance des Avocats pour les Droits de l’Homme• Business Disability Forum (UK)• Carers UK• City Parents• European Pro Bono Initiative• Fundación Pro Bono España• ILPA (Immigration Law Practitioners Association) (UK)• Law Works (UK)• Legal Diversity and Inclusion Alliance (Belgium)• Legal Sustainability Alliance (UK)• Living Wage Foundation (UK)• Mansfield Rule UK	<ul style="list-style-type: none">• My Plus Consulting (UK)• Pirical (UK)• Polish Society of Anti-Discrimination Law• PRIME (UK)• Pro Bono Centrum• Pro Bono Connect• Pro Bono Deutschland• Pro Bono Italia• Race at Work Charter• Race Fairness Commitment (UK)• Stonewall (UK)• The Collaborative Plan for Pro Bono (UK)• The Good Lobby• The Social Mobility Pledge (UK)• We Mean Business Coalition• Working Families (UK)• UPJ	<ul style="list-style-type: none">• Australian Legal Sector Alliance (Australia)• Australian Network on Disability• Australian Workplace Equality Index (AWEI)• Australian Workplace Gender Equality Agency (Australia)• City Mental Health Alliance (Hong Kong)• Corporate Mental Health Alliance (Australia)• HKGALA (Hong Kong)• Justice Connect• Law Access• Law Right• Lawyers for LGBT and Allies Network (LLAN) (Japan)• Pride in Diversity (Australia)	<ul style="list-style-type: none">• Business Ambition for 1.5C• Legal Renewables Initiative (UK)• Mindful Business Charter• United Nations Global Compact

7.6 Further information

This sustainability report is only a snapshot of our performance. For more recent updates on our S&ESG performance please visit www.dlapiper.com or our social media accounts on [LinkedIn](#), [Twitter](#), [Instagram](#), and [Facebook](#).

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

This report was produced by DLA Piper’s Responsible Business team led by Nicolas Patrick, Partner and Head of Responsible Business, Ian Hagg, Director of Responsible Business, and Claire Donse, Partner and International Head of Pro Bono.



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