

DLA PIPER INTERNATIONAL

Impact Summary 2024

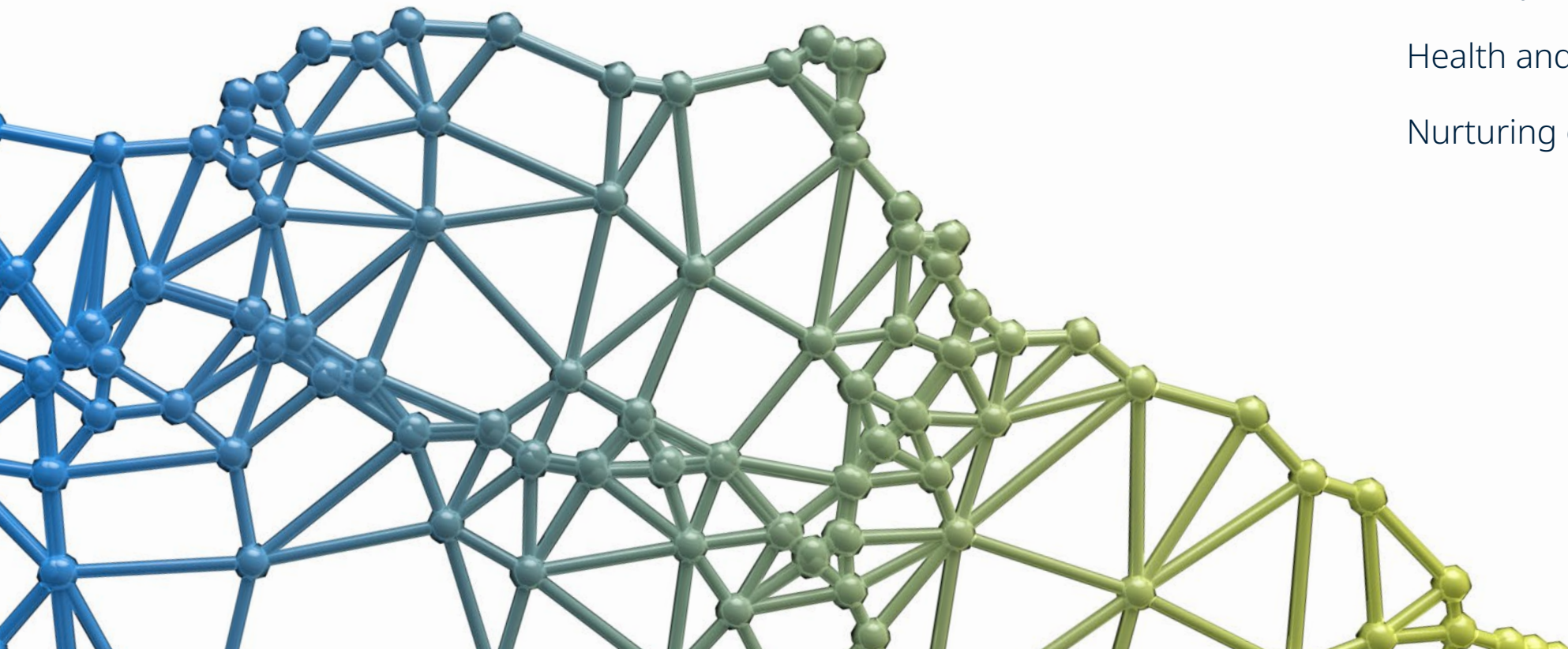
Halfway through the decade of action:
doubling down on achieving our goals

Published November 2024



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Our reporting suite

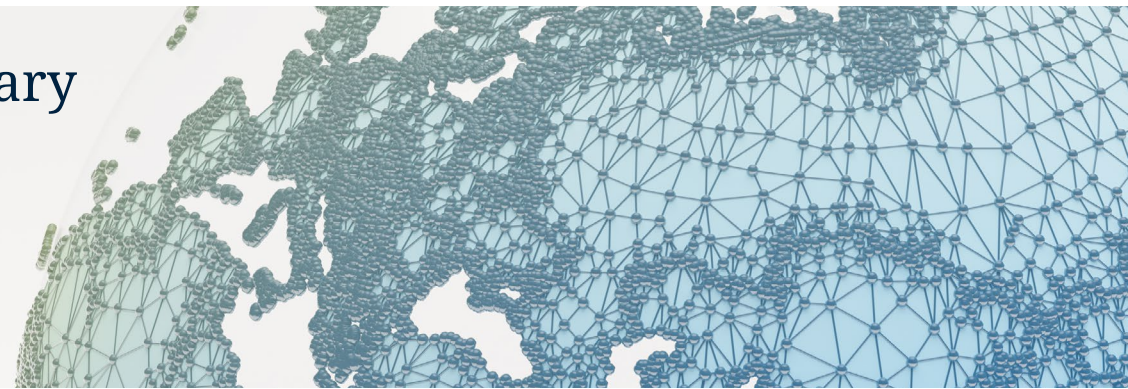
This Impact Summary is part of a reporting suite covering our sustainability and ESG activities throughout the past year.

For a closer look at our performance and progress around our material issues, read our deep dive reports: [Net Zero](#), [Our People](#) and [Societal Impact](#).

For more stories and highlights from our regional offices across the world, read our [Regional Highlights](#).

For quantitative data related to our progress during the year, see our [Data Pack](#).

Impact Summary



Net Zero Deep Dive

Societal Impact Deep Dive

People Deep Dive

Data Pack



Regional Highlights



Find out more

This report is a snapshot of our activities over the past year. For the latest on our performance and progress, [visit our website](#) or find us on social media.



About this report

This report gives our stakeholders a concise account, with supporting data, of how we're addressing the sustainability topics that are most important to our firm and to them. It summarises our progress on our material sustainability and

Driving sustainability reporting best practice

Our aim is to help drive best practice in the legal sector for sustainability reporting. We know that credibility depends on transparency, so we aim to give a clear and balanced account of our performance. This means we're not just highlighting our achievements, but also being up-front about the challenges we face and areas for improvement. We recognise there are still gaps in our reporting and we'll explain our progress in resolving them year on year.

Our reporting approach aligns with major international standards and frameworks. This includes the [Global Reporting Initiative Standards \(GRI\)](#), [World Economic Forum Stakeholder Capitalism Metrics](#), and [Sustainability Accounting Standards Board \(SASB\) Standards](#). See the relevant index tables in our [Data Pack](#) for more detail.

We have also begun aligning our reporting approach to the [European Sustainability Reporting Standards \(ESRS\)](#). This report partially aligns to them. However, this report is not yet in scope for CSRD reporting, so this is part of our effort to begin aligning early. See the ESRS E1 and ESRS S1 indices in our [Data Pack](#).

We will be using the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#) framework and the [Transition Plan Taskforce \(TPT\)](#) Framework to develop our climate transition plan, although this reporting falls outside the scope of this Sustainability Report. For more detail on the standards guiding this report, see [page 30](#).

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

We welcome feedback. We're not just saying this, it takes a lot of work and consultation to produce a report which we think is credible, and it's ever evolving. It's helpful to understand how this report is used and received, so please contact us with suggestions or questions at responsiblebusiness@dlapiper.com.

ESG issues. In addition, we've published three thematic deep dive reports which provide more detailed accounts of progress on our most material issues. This is the second year we've taken this topical approach to reporting.



World
Economic
Forum



Scope of this report

DLA Piper has operations across the globe. This summary report covers the activities of our offices in Africa, Asia Pacific, Europe and the Middle East (which we refer to as DLA Piper International). For some topics, like our net zero progress, it also includes the activities of our offices in the Nordics, Portugal and New Zealand (our Brand Integrated Firms).

The activities of our offices in North America, South America and Central America are not covered here. You can view the latest [Sustainability Report for our Americas](#) offices and our [Nordics offices](#) on our website.

For more detail on the report's scope see [page 30](#).

Third party verification and assurance

Consultancy firm Accenture has provided limited verification of our greenhouse gas emissions figures against ISO 14064-3 standard. View Accenture's verification statement [here](#).

Consultancy firm SLR Consulting has provided limited assurance of the non-environmental data sets against the GRI Principles of accuracy, clarity, comparability, timeliness, and verifiability, using the ISAE 3000 standard. View SLR's assurance statement [here](#).

WHO WE ARE

DLA Piper is a global law firm **helping clients succeed** wherever they do business.

Our pursuit of innovation has helped transform the delivery of legal services. With offices in the Americas, Europe, the Middle East, Africa and Asia Pacific, we deliver exceptional outcomes on cross-border projects, critical transactions, and high-stakes disputes.

Making business better

OUR PURPOSE & VALUES

**Bold**

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

**Supportive**

We are compassionate and inclusive, valuing diversity and acting thoughtfully



55
Offices in
34 countries

**Exceptional**

We are strategic and driven, exceeding standards and expectations

**Collaborative**

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



GBP **1.4**bn
Annual revenue
(2023)



2,300+
Lawyers



500+
Trainees



780+
Partners



3,100+
Business service
professionals



14,000+
Clients in FY24



This data covers DLA Piper International, excluding offices in the Americas and our Brand Integrated Firms.

2024 Sustainability Highlights



CLIMATE ACTION

Net Zero

to become a net zero (SBTi-aligned)
law firm by 2040

43%

reduction in carbon
since 2019

99%

electricity from green
tariffs in the UK
(68% *internationally*)



Developing a TPT-aligned
net zero transition plan



SOCIETAL IMPACT

250,000+

pro bono hours
contributed globally

6,500+

pro bono hours for
UNHCR, the UN
Refugee Agency

Young people

203 young people
supported through our flagship
programmes, Head Start and the
Global Scholarships Programme



Assessed our
socioeconomic
impact in Africa



Began collecting
data about diversity
of our suppliers



OUR PEOPLE

26%

women make up
our partnership
(*up from 21% in 2021*)

33%

partner promotions
were from
underrepresented
groups

204

SPEAK ambassadors in 27
offices and 15 countries

Engagement index

70%

Carbon Literate

100+ colleagues
certified across
the UK and Europe

Striving for leadership

Third-party assessments

Third-party sustainability and ESG assessments give us a valuable external perspective on our sustainability performance, and how it measures up against our industry peers.

When choosing assessments to participate in, we aim to prioritise those that are most relevant and strategic to our business. We encourage legal sector-specific raters to continue to challenge law firms on the issues that matter most to the legal sector.

We have been assessed by third parties including:

Internationally

Achilles

We received a score of

100%

in all categories in Achilles' October 2023 audit, which some of our clients ask us to undergo. The categories included Health and Safety, Environment, Quality and Corporate Social Responsibility.

Impactvise

We came

first

on the Impactvise inaugural 2023 sustainability and ESG law firm ranking, an assessment of over 1,000 firms internationally.

Business for Societal Impact (B4SI)

We submit our social impact data to the private **B4SI (Business for Societal Impact)** benchmark annually. This is not scored, but allows us to understand how we compare with other businesses in social impact activities.

CDP Climate Change assessment

We received an

A-

on the CDP Climate Change questionnaire in February 2024. This is our first time making it into the Leadership band. Our response is publicly available on the [CDP website](#).

Integrity Next

In 2023 we continued to participate in Integrity Next assessments of our sustainability and ESG performance. These assessments don't provide a score but allow our clients to review and better understand our sustainability and ESG performance.

EcoVadis

We improved our EcoVadis score from 66 to 70 in June 2024, maintaining our

Silver medal.

This means that our sustainability and ESG performance was judged by

EcoVadis to be better than

92%

of companies assessed in our sector. We received a score of 90/100 on Environment, 80/100 on Labour & Human Rights, 50/100 on Ethics, and 80/100 on Sustainable Procurement.

Lamphouse

Our 2022 Sustainability Report

came at the top of the ranking

for the environmental category in the Lamp House Annual Report 2023. The inaugural assessment ranked 125 international law firms on their sustainability and ESG disclosures.

RSGI Greenprint

We received a

5-star rating

on the **RSGI's GreenPrint 2023**, which is a rating system on the maturity of responsible business reporting by major international law firms.

Third-party assessments

Locally

FTSE Women Leaders Review

We ranked in the

top 10

of private companies in the UK in 2024 for representation of women at board level. The **FTSE Women Leaders Review** is an independent framework supported by the UK Government.

Law Students for Climate Accountability (LSCA)

In June 2024 LSCA published its **climate scorecard**, for the first time including UK data. LSCA gave us a

D

on their scorecard, referencing some of our work with fossil fuel companies.

Australian Workplace Equality Index (AWEI)

We were named joint

Employer of the Year

by the AWEI in May 2024. The **AWEI** is Australia’s definitive national benchmark on LGBT+ workplace inclusion, for which we hold Gold status for 2023-24.

Community Business LGBT+ Inclusion Index (Asia)

Our Hong Kong office was recognised with a

Bronze Award

by the HK LGBT+ Inclusion Index in 2023.

Social Mobility Employer Index (SMEI)

In 2023, the UK Social Mobility Foundation ranked us

12th

out of 143 companies in the UK on their **Social Mobility Employer Index**. We maintained our 2022 ranking (12th), and maintained improvement on our 2021 ranking (when we placed 17th).

Certifications, commitments and partnerships

Internationally

Certifications

We’ve operated a comprehensive SHE (Safety, Health and Environment/Energy) management system since 2005. We’re certified to the ISO 14001 standard globally, and our UK offices are also certified to ISO 50001. In 2022, following rigorous consultation, our UK firm achieved the Advancing level on the Carbon Trust’s new **Route to Net Zero Standard**.

The UN Global Compact

We’ve been signatories of the UNGC since 2013 and annually report our progress against the principles of the Compact. In 2022, we became an early adopter of UNGC’s enhanced **Communication on Progress**, and in 2023 we joined the **UNGC Forward Faster Initiative**.

Race to Zero

We’re a member of **Race to Zero**, a global campaign rallying non-state actors – including companies, cities, regions, financial and educational institutions – to take rigorous and immediate action to halve global emissions by 2030 and deliver a healthier, fairer zero carbon world in time.

Mindful Business Charter

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, work to embed the principles internally, and work across the industry to help drive change across the legal sector.

Sustainable Recruitment Alliance

In 2023 DLA Piper became a signatory of the **Sustainable Recruitment Alliance** which is an alliance of organisations aspiring to take a more sustainable approach to recruiting early careers talent.

Locally

Corporate Mental Health Alliance

In Australia, we are founding members of the **Corporate Mental Health Alliance**, which brings businesses together to work towards improving mental health in the workplace.

The Legal Renewables Initiative

In 2020 our UK offices committed to the **Legal Renewables Initiative**. We’ve pledged that by 2025 we will only source electricity from suppliers that either generate or purchase electricity from renewable sources.



We're weaving sustainability into the core of our business

In today's world, sustainability and ESG issues are of critical importance to business. We're helping our clients transition to, and thrive in, a more sustainable future. But, to support our clients credibly, we must also walk the talk.

This means integrating sustainability considerations into our governance, decision-making processes, and our operations. We've made progress, as explained throughout this report. But we have more to do. We've outlined areas where we need to speed up our progress in this report. This is supported by a clear mandate which saw sustainability become a strategic priority for the firm in 2023.

“Over the past year, we’ve made significant progress. We’re on our way to meeting our near-term operational net zero target and have begun our transition planning. But swiftly transforming our business model to align with a 1.5°C world, while fully taking on board the principles of a just transition, is an unprecedented challenge. We are taking this challenge seriously. Over the next few years, we’ll transform the way sustainability issues are embedded into the business. This is not an easy road, just like it isn’t easy for our clients but we’ll continue to push ahead.”

Jean-Pierre Douglas-Henry
Managing Director, Sustainability

Introduction from our leadership

“This year, almost half of humanity will have the chance to vote, which underlines the importance of transparency and reliable, verified information.

It's getting harder to report on sustainability, and the scrutiny now is unprecedented. We must avoid the pitfalls of greenhushing and greenwashing and focus on concrete actions.

This Sustainability Report reflects honestly where DLA Piper stands. It shows what we've achieved and where we need to improve.

Our firm and sector are in the foothills of the sustainability transition. Transformation is just beginning, and it presents both challenges and opportunities.

This is my last introduction, as CEO and managing partner, to our annual report. At the end of this year, I hand over to Charles Severs. I know he will lead the firm in playing a full, credible and transparent role in the transition.”

“Lawyers and law firms are expected to have the answers, to find solutions. At least when advising clients. That's our business, after all.

As a visible, accountable leader on diversity, equity and inclusion, I sometimes have no right or wrong answers before me.

Just choices. Decisions that must be made quickly but thoughtfully, under the pressure of time or expectations.

Midway through this year, I wrote a supportive email to the firm about a social issue. I had two versions. The first was sharper, more explicit about the nature of the issue and in expressing my condemnation. The second was a little softer, a little safer, more generic.

I chose the second version. And, quite rightly, a number of our people asked me why I hadn't been bolder in my message.

By being open minded, by reaching out to those around us, by listening to them and their experiences, each of us is enriched and fulfilled.

I've never regretted doing this. I accept that it requires a principled approach that can, if one is not careful, and despite one's best intentions, fall prey to expediency. Especially if consultation does not reach key stakeholders.

As our firm moves forward on our sustainability transition, we too need a curious, inclusive, brave and receptive approach. Both with our own people and our community partners, as we all hold each other to account.”

“The firm's adoption of sustainability as a strategic priority in 2023 stands as an important part of Simon Levine's sustainability legacy and I look forward to building upon this as CEO.

This report sets out solid progress in de-carbonising the firm's direct operations, but it is also clear that there is still much to do to achieve our net zero ambition.

The climate transition is an unprecedented opportunity for the firm and for our clients, but one that can only be realised if we further integrate sustainability into our strategy. Transitioning to a net zero future will require a new understanding of our climate impacts beyond our direct operations. How we assess and manage these is a new challenge and opportunity for all law firms.”



Simon Levine
CEO



Jon Hayes
Board Chairman



Charles Severs
Partner and incoming CEO

FY24: OUR GOALS AND PROGRESS

We're weaving sustainability into the core of our business

GOALS

PROGRESS

PRIORITIES



Net Zero
Becoming a net zero law firm by 2040



50%

cut in carbon emissions from 2019 by 2030

100%

renewable electricity in UK offices by 2025 (all offices by 2030)



43%

overall reduction in emissions since 2019

75%

suppliers by procurement spend engaged to decarbonise their operations



- Developing a net zero transition plan
- Implementing carbon budgets for business travel
- Progressing our advised emissions methodology

[Read more on page 14 >](#)



Social Impact
Contributing to positive societal change



Supporting
greater access into the legal profession

Using legal skills
to help solve societal challenges



250,000+

pro bono hours contributed globally

203

young people supported through our flagship programmes



- Developing our pro bono biodiversity strategy
- Launching a renewed social mobility strategy
- Refining our approach to social impact measurement

[Read more on page 23 >](#)



People
Creating an even better place to work



Inclusive
firm wide culture

Environment
in which everyone can thrive



26%

women in partnership (against our targets of 30% by 2025, and 40% by 2030)

70%

engagement index score



- Introducing more balanced bonus schemes, ensuring hours worked is not the only measure of success
- Enabling more flexible working for our people through a new 'Workcation Policy'
- Continuing to review and innovate our health and wellbeing offering

[Read more on page 19 >](#)

Sustainability at DLA Piper

Our approach to sustainability

We understand that sustainability is not a specialism but a context in which we and our clients are operating.

As the sustainability transition continues to escalate in scale, pace and complexity, it increasingly impacts how we and our clients do business. In 2023, we made sustainability a strategic priority for our firm. We are increasing focus on how we support our clients to transition to, and thrive in, a more sustainable future. We are building on and accelerating our efforts to integrate sustainability into our own operations, how we nurture our talent, and how we manage our risks.

We believe that sustainability needs to be more than a reporting exercise or marketing opportunity. That's why we've already begun the engagement with the process of developing our climate transition plans with the highest standards, requirements and guidance in this area, including the Transition Plan Taskforce (TPT) Disclosure Framework.

Our efforts have been recognised with a no. 1 rating in the inaugural Impactvise rankings for ESG impact by law firms, and our receipt of the Terra Carta Seal from the Sustainable Markets Initiative – making DLA Piper the first law firm to receive the honour. We want to continue leading the way for our sector by encouraging credible, robust and evidence-based approaches to addressing sustainability risk and opportunity.

We are taking the challenge of engaging with the sustainability transition seriously. Addressing how we are impacted by and how we impact our planet and people is a complex undertaking for any business of our size and footprint. We intend to be transparent about our progress and the challenges we face.

Our material issues

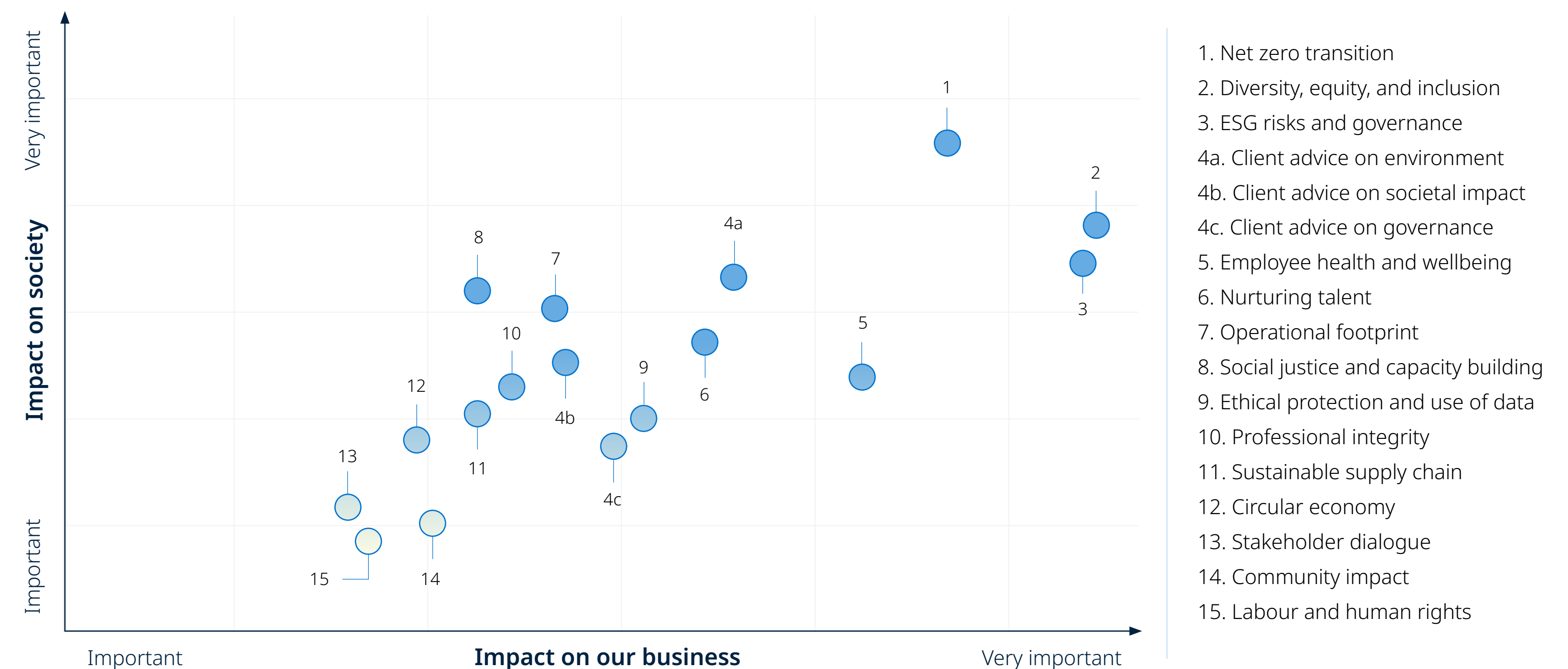
While we have developed a clearer understanding of our sustainability impacts, risk and opportunities over the last few years, our plans and ambitions continue to evolve.

In 2022 we completed our first double-materiality assessment. This helped us identify our first set of 15 material sustainability issues. Now, in 2024 we're preparing to revisit that exercise. We aim to deepen and sharpen our understanding of our impacts and what matters most to our stakeholders, along with how these might affect the future growth and profitability of the firm.

The dual lens of impact and financial materiality has evolved rapidly and become more complex and data driven since our 2022 exercise, most notably in relation to climate risk.

In anticipation of this exercise and based on learnings over the past several years, we have already adapted our approach. For example, we no longer report on circular economy as a standalone material issue and instead as part of our operational footprint. Additionally, we've integrated stakeholder engagement into our approach for all our material topics, rather than it being its own material topic.

DLA Piper's material issues



Our strategic priorities



Decarbonising our business operations in line with 1.5°C

We provide our clients with legal services from our 55 offices in 34 countries around the world. Business travel and procuring goods and services account for most of our carbon emissions. Our other emissions mainly come from our use of energy to power our offices.

We've set science-based targets to halve our carbon footprint by 2030 and become a net zero law firm by 2040 (both against a 2019 baseline).



Developing and implementing a climate transition plan

We will develop a climate transition plan. This will look beyond our own carbon footprint to what our climate-related risks and opportunities are, how we will respond to them, and how we contribute to an economy-wide transition. We recognise that we need to look beyond climate to our impacts on nature and consider how our strategy affects our stakeholders and society.



Becoming a workplace where everyone can thrive

As an organisation that relies on the talent, wellbeing, and commitment of our people to deliver success for clients, it's strategically important that we actively shape a culture and work environment in which all of our people can thrive.

Prioritising **diversity, equity and inclusion** (DEI) helps us create an inclusive and diverse workforce, bringing together colleagues with different perspectives, backgrounds and experiences.

Investing in the **health and wellbeing** of our employees is essential for our business, as this contributes to overall happiness and productivity.

Finally, **nurturing talent**, through professional development programmes, training, mentorship, and pro bono involvement, enables our people to reach their full potential.



Understanding and taking action on social impact

DLA Piper can have a societal impact through the advice we provide, our contribution to the economy, the management of our supply chain, the way we recruit, and through our pro bono work, among other ways. We are working to better understand our societal impacts, and how we can more intentionally and effectively contribute to positive societal change.



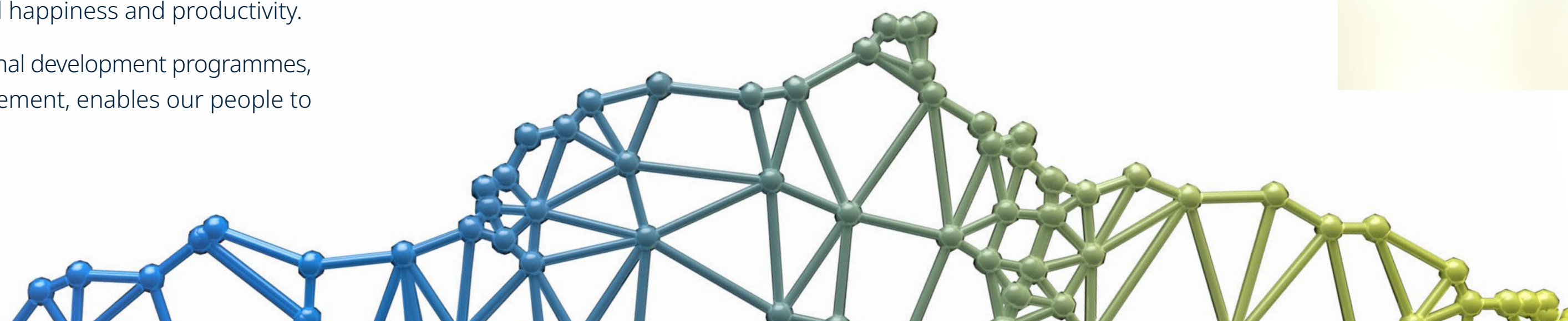
Being a trusted and ethical partner to our clients, business partners, and our people

The success of our firm rests on the trust our clients, our business partners and our people place in us. To maintain that trust and uphold our reputation, it's essential that we act ethically and with integrity at all times. Doing business with integrity is core to our corporate mission of making business better. We must hold ourselves and our business partners accountable to the highest ethical standards.

“We recognise that sustainability is a context, not a specialism. Responsibility for considering our wider sustainability strategy does not sit in one team. That’s why our Sustainability Steering Committee is cross-functional, drawing together views from across our firm.”

Natasha Luther-Jones

Partner, Global Co-Chair, Energy & Natural Resources,
and International Head, Sustainability & ESG



Where we need to make more progress

It's increasingly important to us and our stakeholders that we present our sustainability progress fully – where progress has and hasn't been made. We're not always successful in achieving what we've set out to do, and we want to be more transparent when this happens.

This is valuable internally as it allows us to reflect on how we can be more effective in the future. It also presents a more accurate picture to our stakeholders, and hopefully helps other businesses learn from our mistakes. This presents an opportunity for the business community to have more honest conversations about how to truly achieve sustainability.

View our [Data Pack](#) for a summary of our progress against key commitments and plans.

Our stakeholders

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

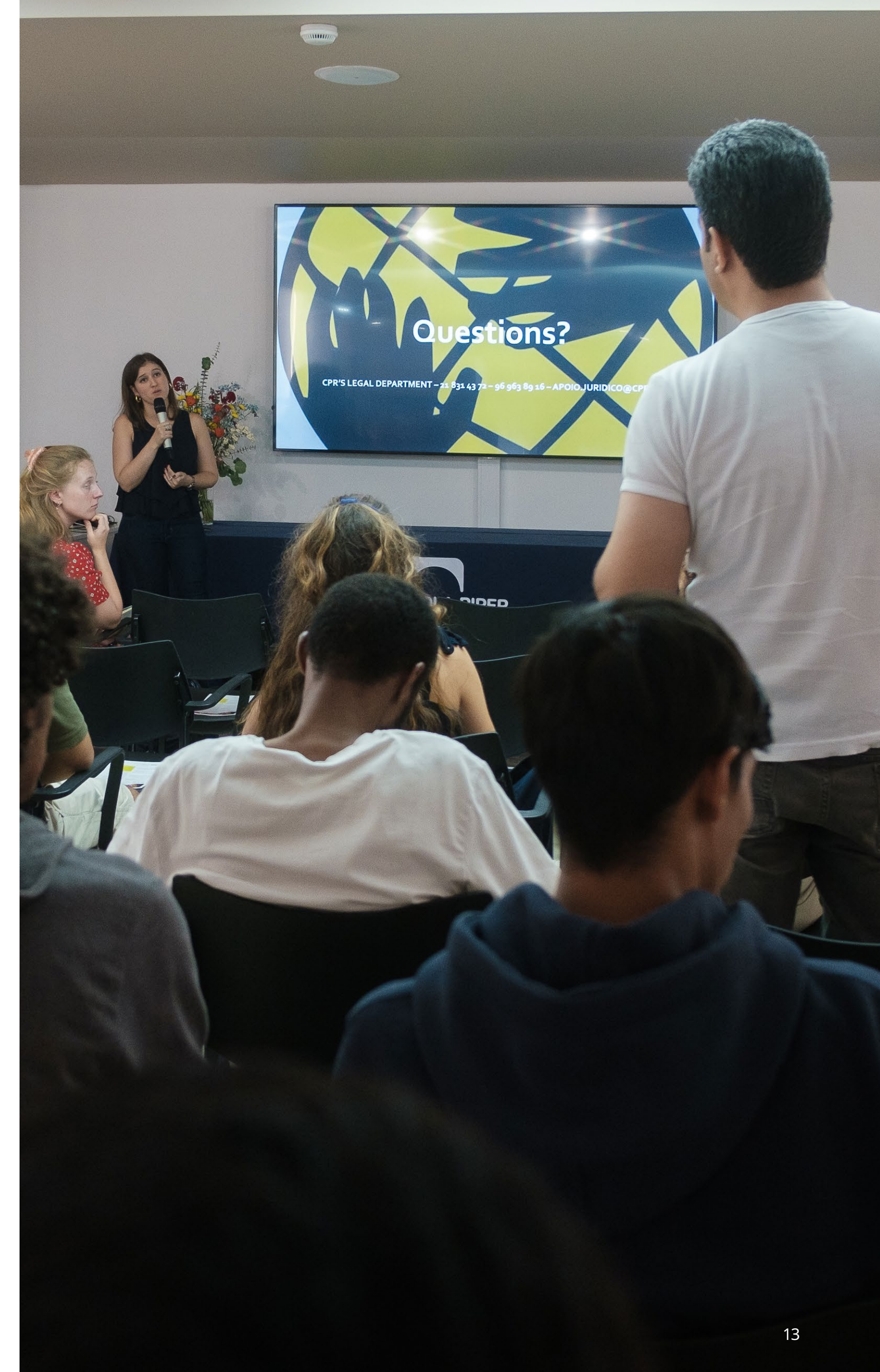
Ongoing stakeholder engagement goes both ways. As well as reaching out to our stakeholders, it's equally important that we listen to their views, work to understand and learn from their experiences and priorities and, where appropriate, reflect this in the way we operate. This includes listening to critical voices because we know we're not perfect. No business is without negative impacts.

We're working to review our many feedback channels, both formal and informal, to ensure that we are actively listening to feedback and taking it on board.

We engage stakeholders through a multitude of channels. This can be through our client listening programme, one-to-one feedback with our clients, our annual performance review process, our employee engagement survey and other internal stakeholder engagement exercises, the feedback we get on third party ESG assessments, and many others.

In the past few years, our stakeholder engagement has become more complex. Rising interest in sustainability attracts more stakeholders, and the nature of the engagement is becoming more sophisticated, as is the range of issues to be discussed. As an international firm, coordinating our engagement and the associated commitments is challenging due to the need for consistency and prioritisation. We recognise that we must continue to improve on this, in order to manage the risk of inconsistency and not integrating feedback from across our different stakeholders and geographies.

Our approach to stakeholder engagement is a work in progress. Our forthcoming materiality assessment refresh will be an important step in advancing this progress.



Decarbonising our business operations in line with 1.5°C

Net zero

Why this matters to us

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

What we aim to achieve

We have set science-based targets to halve our operational carbon emissions by 2030 and achieve net zero by 2040. Both have been validated by the **Science Based Targets initiative** (SBTi).

Are we on track?



We've reduced our carbon emissions by **43%** since 2019.

Business travel and procurement-related emissions make up most of our operational carbon footprint. We also contribute to global carbon emissions through the energy we use to run our offices.

Although our emissions are trending down and are ahead of our projected reduction pathway, this is because a fair amount of our decarbonisation since 2019 occurred due to the impacts of COVID-19. This affected how our business operated, for example, less travel and less procurement. However, we are determined to make progress and, over the last several years, have been making strategic changes to the way we operate. Progress will get harder each year as we approach our science-based target deadlines, but we are determined to succeed.

What we've been working on in the last year

- **Travel:** We've combined our country travel policies into a single International policy to ensure our approach to travel is clear and consistent for everyone.
- **Events:** We began to trial measuring the carbon footprint of our events and compensating for carbon emissions by contributing to the **UNHCR Refugee Environmental Protection Fund**. We're also putting sustainable event guidelines in place to minimise the impact of our events.
- **Supply chain:** We surveyed our key suppliers about their climate action plans and encouraged them to take the next step towards decarbonising their businesses.
- **Procurement:** We further strengthened our procurement governance processes in various ways, such as clearly defining climate criteria for taking on new suppliers.
- **IT:** We moved 90% of our cloud services to providers who use 100% renewable electricity.
- **Renewable energy:** 68% of our electricity internationally was sourced through our power suppliers under green tariffs. We're working to continue to increase this towards our 100% target by 2030.
- **Workplace:** We've downsized our office spaces across the world while optimising them for health, wellbeing, and inclusivity.
- **Upskilling colleagues:** We certified over 100 of our colleagues as Carbon Literate.
- **Pro bono:** We supported Georgia and Mauritius in COP28 climate negotiations.

What's next

We'll continue to implement our decarbonisation plan by updating our processes, influencing behaviour change by engaging our people, learning from others, tracking our progress and adjusting when needed.

DLA Piper's carbon emissions



For detailed carbon emissions data, see our Data Pack.

Operational footprint

Why this matters to us

We use energy and water across our offices internationally and produce waste through our use of products to run our business. We're committed to minimising these impacts because unsustainable use of these resources harms our environment and exacerbates the climate crisis.

What we aim to achieve

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

As part of our science-based target, **we have a goal to source**

100%

renewable electricity in the UK by 2025, and in the rest of our locations (Europe, Asia Pacific, the Middle East and Africa) by 2030.

We also have a target to **divert**

95%

of our waste from landfill by 2025.

We don't yet have a specific water reduction goal, as we're still in the process of establishing a more accurate baseline for our water use.

Are we on track?

The percentage of electricity we purchased in FY24 through green tariffs was

99%

in the UK

61%

in Europe

0%

in the Middle East, Africa and Asia Pacific

These offices makes up 17% of DLA Piper's total electricity consumption.



GBP 152,714

of energy savings in FY24, equivalent to

538

tonnes of CO₂e saved.



Electricity: We're on track to meet our renewable electricity target in the UK. However, in parts of Europe and in Asia Pacific, the Middle East, and Africa this is tougher. In some of our locations, sourcing renewable electricity can be difficult and sometimes not an option at all. We'll be exploring innovative solutions to these challenges over the coming years.



75% of our waste was diverted away from landfill in FY24.



Waste: Our current waste target is to divert 95% of our waste from landfill. We have achieved this in the UK but our performance across other regions has varied, from 20% in Africa to 60% in Europe, bringing the total to 75%.

Our next step will be to consider where we can further improve our waste management practices and to continue reducing waste generation.



We used

9 m³

water per person in FY24

equivalent to about

59

bathtubs.



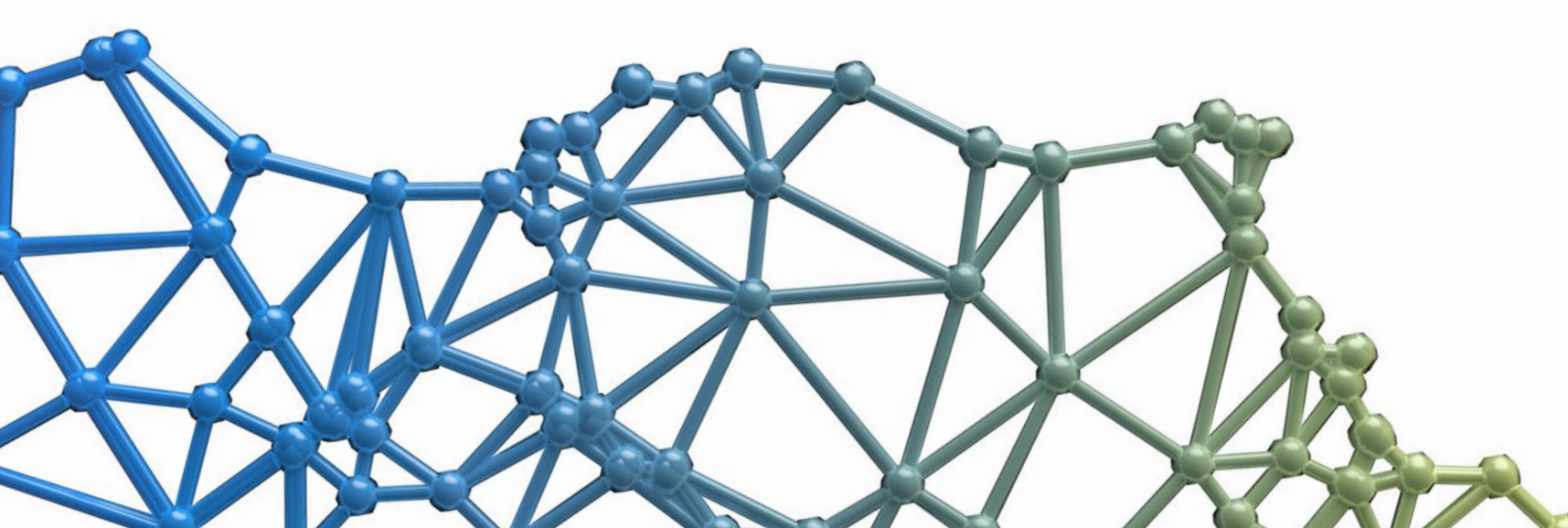
Water: We're happy with the progress we've made in establishing a more accurate water consumption baseline. Over the next few years, we'll be exploring what water use optimisation opportunities we might have.

What we've been working on in the last year

- We continued to carry out our office smart audit programme, identifying areas where we can optimise energy use by upgrading our technology and the way we manage our buildings and offices.
- We began to regularly track food waste data in our UK offices.
- We piloted our Sustainable Events guidelines.
- We continued to improve the quality of our water consumption data.

What's next

We'll continue to improve our data collection around waste, events and water and look to setting (or updating) targets in these areas. We'll also continue to implement our office optimisation programme. This will support our energy efficiency and decarbonisation goals.



Sustainable supply chain

Why this matters to us

Our legal work is supported by thousands of suppliers around the world. From consultancies to facilities management companies, IT and marketing support, our suppliers help us do our best work. They are also part of our environmental and social footprints.

Our work with suppliers accounted for 71% of our total carbon emissions in FY24, so they are critical to helping us achieve our net zero target by 2040. The suppliers we work with and the ways we work with them also has economic and societal implications. We’re working to better understand the make-up of our supply chain and how we can positively contribute to local economies through our choices and approach to procurement.

What we aim to achieve

Decarbonising our supply chain:

In support of our climate targets, we have set the following sub-targets for our supply chain work:

By 2030:

- Reduce overall procurement-related emissions by **25%**, from a 2019 baseline.
- **75%** of suppliers to commit to setting (or have already set) a science-based carbon reduction target.

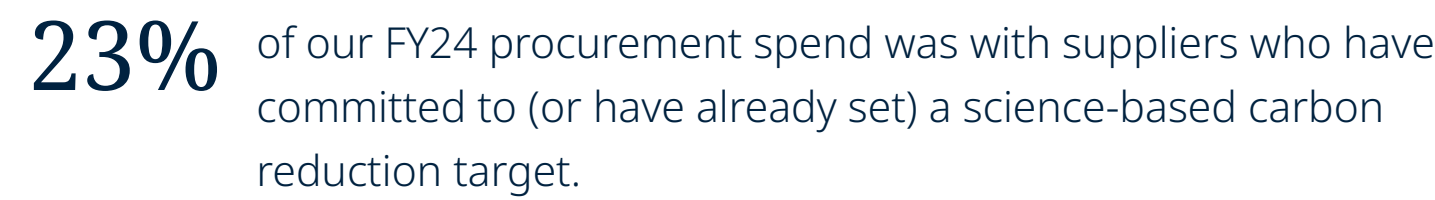
Over the next year we'll review our progress and update our interim and annual targets to help focus our work towards meeting our 2030 and 2040 carbon reduction targets.

Positively impacting local economies:

We’re also working to better understand the social impact we can have through our supply chain, with the aim of eventually setting targets for this. We are beginning by gathering better data to get a baseline understanding of our suppliers. This includes diverse-owned suppliers, local suppliers, suppliers who pay a living wage, SMEs, social enterprises, B-Corps-certified suppliers, and others.

Are we on track?

Decarbonising our supply chain:



Although it appears that we’ve had a sizeable reduction in emissions, it’s important to flag that much of the reduction stems simply from lower procurement spend levels. This makes our progress appear faster than it has been. We’re working to replace spend-based emissions estimates with more accurate data. In FY24, 14% of our procurement emissions were derived from supplier-specific data, while 86% of our procurement emissions was estimated using generic sector-based emission factors. We’re also encouraging our suppliers to decarbonise and changing our supplier in-take criteria. These efforts will in time ensure that our true procurement emissions are reducing adequately.

¹ As part of our supplier climate engagement programme we segment our key suppliers (top 75% of our spend) into maturity categories. Low maturity suppliers are those who do not yet calculate their carbon footprint. Medium maturity suppliers are those that have made good progress in calculating their carbon footprint, but have not yet set science-based carbon reduction targets. High maturity suppliers are those who have set or have committed to set a science-based carbon reduction target. The totals add up to 75% and not 100%, because we only target our top 75% by spend for maturity assessment and engagement.

Positively impacting local economies:



We’re at the beginning of our journey that explores the impact of our procurement on local economies. We’re currently focusing on building a better picture of this by gathering data. With time, we plan to set meaningful targets and create an action plan for achieving them.

² Key suppliers in this figure include Critical and Strategic suppliers, as defined by our procurement strategy and framework.

What we've been working on in the last year

Decarbonising our supply chain:

- We asked **173** of our top suppliers (accounting for nearly 70% of our annual spend) about their climate targets, plans, challenges, and availability of carbon emissions data, with a **42%** response rate (**72** suppliers).
- Based on their responses, we segmented our suppliers into maturity categories (low, medium and high). We then engaged these suppliers to encourage them to decarbonise their businesses.
- We developed climate criteria for accepting new suppliers in line with our decarbonisation goals. We will be piloting the use of these criteria over the coming year.
- We completed the annual review of our Sustainable Procurement Policy and Supplier Code of Conduct. We've integrated more detailed and rigorous climate requirements for our key suppliers into our **Supplier Code of Conduct**.

Positively impacting local economies:

- We trialled a process for gathering data from our suppliers about the diversity status of their ownership.
- We made progress in improving our supply chain data management and quality, and laid out plans for new social metrics we'd like to track going forward.

What's next

We'll continue to focus on engaging our suppliers to decarbonise and improving our supply chain data, so that we can plan to enhance our social and environmental impact in the coming years.



Developing and implementing a climate transition plan

Transition planning

Why this matters to us

We believe it is critical to engage with the transition planning process, not as a reporting exercise, but as an opportunity to make our business resilient to a changing future and to further integrate sustainability into our core business strategy.

What we aim to achieve

We will produce a time-bound roadmap for how we will achieve our objectives and priorities on climate action. This will not only include the decarbonisation of our operations, but also address how climate change will create physical and transition risks for our business. This will include how the transition is impacting our clients and counterparties, and how this will create new risks and opportunities for our business and our work with our clients. This means we need to look beyond climate to our impacts on nature and consider how our strategy impacts on our stakeholders and society.

Are we on track?

We have begun work on our transition planning, focusing on operational areas such as travel and procurement. We've identified some preliminary operational priorities in terms of actions required and accountability frameworks that should be strengthened.

We have also worked on our approach to climate risk. This includes developing risk indicators and metrics, further embedding climate risk assessments into regular risk reporting cycles, analysing climate risk management at board and executive levels for our operational climate risk, and introducing sustainability risk into our enterprise risk management framework.

This work provides a foundation, but we have more to do.

What we've been working on in the last year

We've identified some preliminary operational priorities in terms of actions required and accountability frameworks that should be strengthened. This initial phase was focused on operational areas such as travel and procurement.

Our opportunities for increased operational resilience

Procurement

- More robust systems informed by a policy to better manage non-compliant suppliers.
- Automating data collection and emissions calculations.

Improving oversight of local procurement of travel

- Improving central control over travel to align more closely to our net zero target.
- Improving regional ownership of travel metrics.

Sustainable workplace

- Standardising approach to workplace sustainability across all locations.
- Improving sustainable workplace data quality and timeliness.

Engagement

- Developing clearer feedback channels for colleagues.
- Improving tools and training on climate for colleagues.

Advised emissions

Over the last year, we've been working with an environmental consultancy on a project to develop a methodology for determining and quantifying our advised emissions. We're currently testing the methodology by applying it against a set of diverse legal matters representative of all our relevant work.

Developing the methodology is a challenging process. We're working through complexities such as applying proxies where direct data is unavailable and using weightings to account for sector or client-specific issues.

Over the coming year we'll aim to apply and test the methodology against a wider range of instructions. We'll do this with lawyers closest to these matters supported by teams from different functions.

What's next

We will build on the initial work in the coming year, including undertaking extensive consultation on our climate commitments, policies and processes, and will work to integrate these into our wider strategy.

We will undertake this work under the oversight of our Sustainability and ESG Steering Committee, which reports into our Executive Committee which in turn is accountable to our Board.

We will align ourselves with the highest standards, requirements and guidance in this area, including the TPT Disclosure Framework.

Becoming a workplace where all our people can thrive

Diversity, equity and inclusion

Why this matters to us

As an organisation that relies on the talent, wellbeing, and commitment of our people to deliver success for clients, it's strategically important that we actively shape a culture and work environment in which all our people can thrive.

Prioritising Diversity, Equity and Inclusion (DEI) helps us create an inclusive and diverse workforce, bringing together colleagues with different perspectives, backgrounds, and experiences.

What we aim to achieve

We set our DEI goals in 2022:

- **30% of all partners to be women by 2025 (40% by 2030).**
- **At least half of all internal partner promotions to come from underrepresented⁴ groups each year.**
- **Ensure our Business Services population remains inclusive and representative.**

Are we on track?

- We've improved our partnership gender diversity year on year from 25% to 26%, making progress towards our 30% goal. While we are proud of the progress made, we recognise that we've intentionally set an ambitious goal, which motivates us to continue our dedicated efforts. We are implementing additional initiatives and support systems to accelerate this progress.
- Our Business Services population remains diverse with representation from underrepresented groups increasing to 71%, up from 66% in 2021 against our target of 50%.
- 33% of newly promoted partners in 2024 were from underrepresented groups³ against our goal of 50%.
- 48% of partner promotions across the firm were women, up from 44% in 2022.

What we've been working on in the last year

- We partnered with the **General Counsel for Diversity & Inclusion (GCD&I)** to launch the '**Breaking Barriers**' podcast.
- Our Elevate Programme saw 74 participants take part with 46% of participants progressing to partnership level.
- Our Momentum Programme was well attended with 95% of programme participants being female.
- We introduced a suite of new targeted services and benefits including free access to support for menopause, fertility, pregnancy and early parenthood.
- Our People networks continued to play a pivotal role in shaping the culture of the firm with a diverse range of events held throughout the year in collaboration with key partners including the Sutton Trust and the Business Disability Forum.
- We marked Social Mobility Awareness Day by spotlighting stories from our people across the firm through our **One Voice Made of Many** campaign.

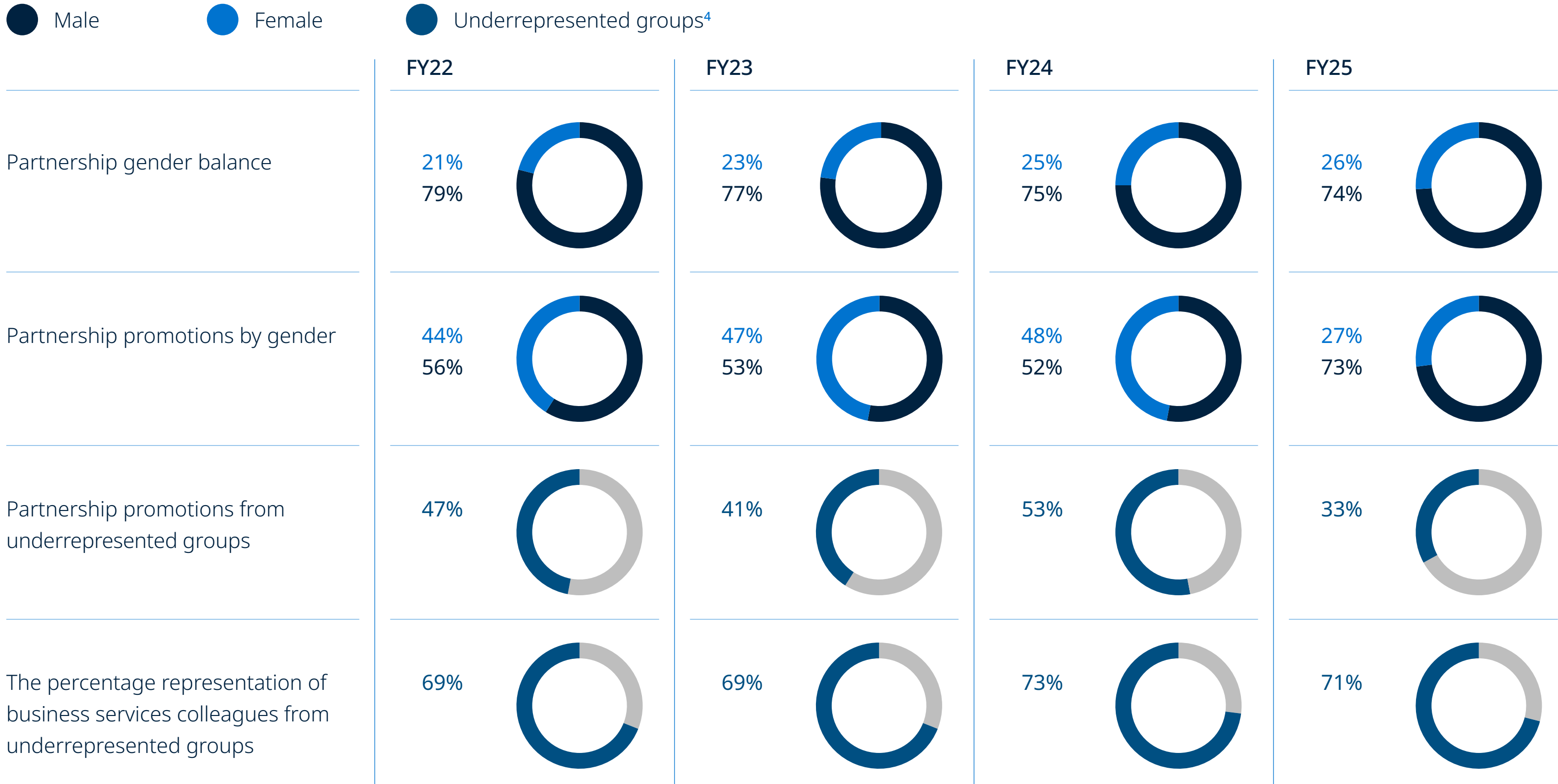
Our DEI awards

- Ranked in the top 10 of private companies in the UK for representation of women at board level by the **FTSE Women Leaders Review**.
- Ranked 12th in the 2023 **Social Mobility Employer Index**.
- Won the Best Social Mobility Strategy Award at the **targetjobs National Graduate Recruitment Awards 2024**.

³ We define underrepresented groups as Female, LGBTQ+, minority ethnic groups, disability, and those from lower socioeconomic background. We report on gender across all International. Beyond gender, we currently only collect and report other diversity characteristics of our UK workforce only.

What we’ve been working on in the last year

Progress against our DEI goals

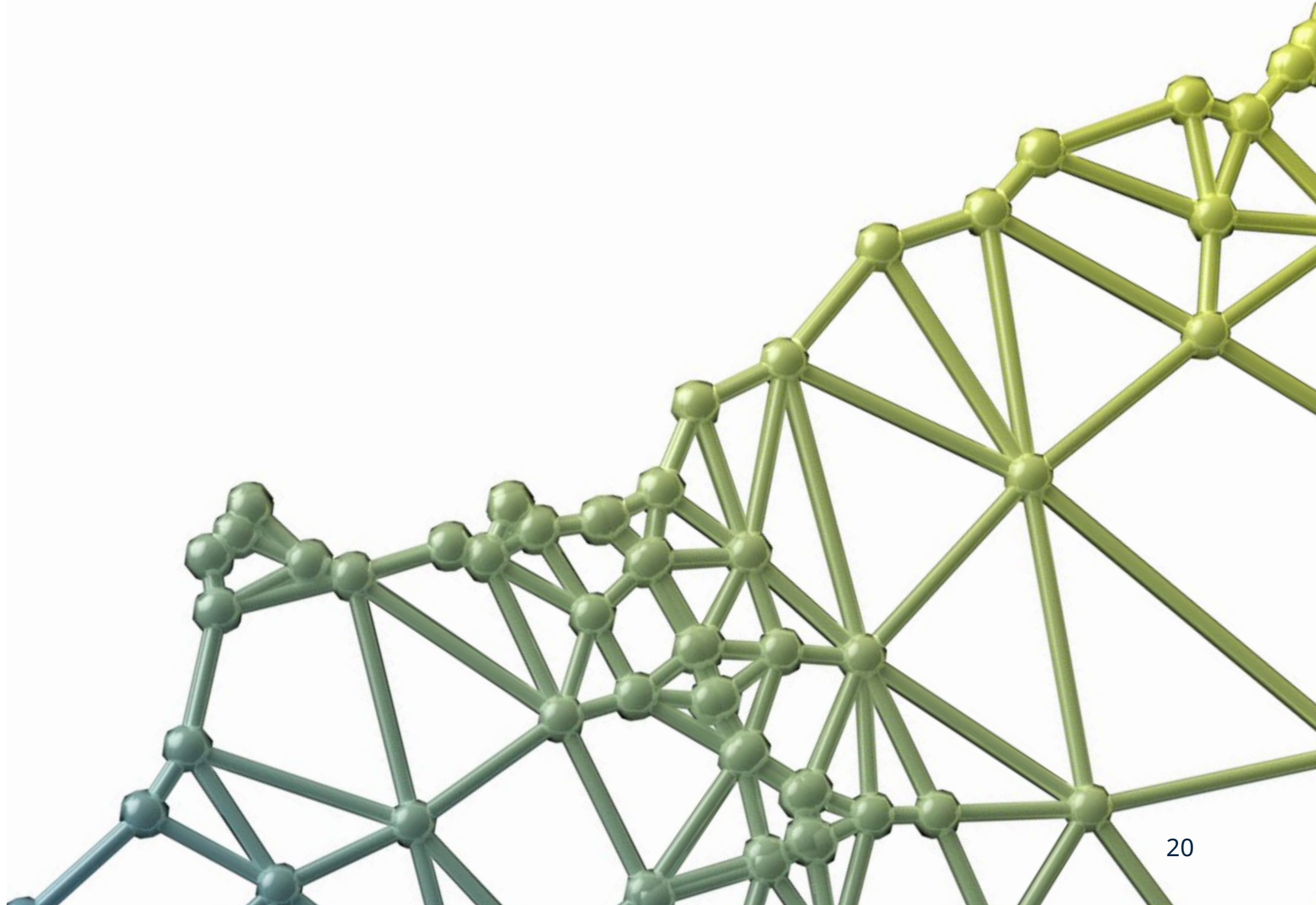


What’s next

We have committed to creating a firmwide disability action plan, aimed at enhancing the experience of disability inclusion across our firm. This will work to build transparency on how we can support colleagues who have a disability, neurodiversity or long-term health condition. This action plan will be delivered over the next financial year and has been informed by research with focus groups, peer firms, DEI professionals and DEI disability experts.

Looking ahead, we will also refresh our social mobility action plan in the coming year. Starting with the UK we will take a holistic view of our strategy, bringing together work across multiple teams to ensure we are delivering high-impact interventions across our outreach, recruitment, and career progression initiatives.

⁴ Underrepresented groups are defined as female, LGBT+, minority ethnic groups, disability and those from lower socioeconomic background. Gender is reported across DLA Piper International offices, and other diversity characteristics are based on UK offices only.



Health and wellbeing

Why this matters to us

The legal sector is often associated with a culture of long hours and heavy workloads. We're determined to challenge the industry norms and social stigmas that lead to poor health and wellbeing, and that can stop people reaching out for help. Our vision is to create a firmwide culture where good work and good health go hand-in-hand.

What we aim to achieve

Our employee health and wellbeing strategy focuses on:

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

Are we on track?



In October 2023 we ran our engagement survey, which gave us a

70%
engagement index score.

We've enhanced our governance structure for health and wellbeing by broadening the variety of resources available, and ensuring local groups and sponsors are in place to drive local activity.



We currently have

204

SPEAK Ambassadors

15

countries

27

offices.

Previously, ambassadors focused on mental health, but last year we rescoped the role so that their focus covers health and wellbeing more broadly.

We continued to work with the **Mindful Business Charter** to embed the principles internally and working across the industry to help drive change throughout the legal sector.

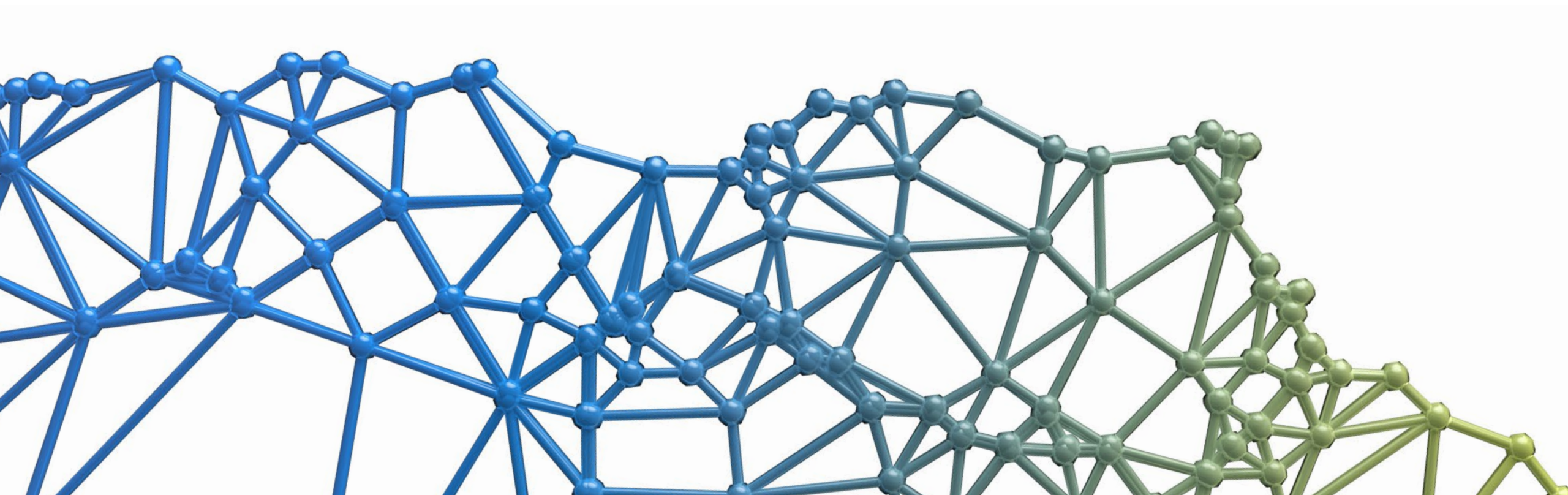
What we've been working on in the last year

- We piloted in-person training for managers to spot the signs and symptoms of poor mental health. 89% of our UK managers attended the training – well above our target of 70%.
- We ran two webinars for our UK colleagues in response to a distressing incident in the UK legal sector. These sessions saw 300 attendees from across the firm.
- We hosted a roundtable breakfast in partnership with **Unmind** to connect with other legal leaders following World Mental Health Day.
- In March 2023, we marked Neurodiversity Awareness Week in partnership with the firm's Enabled network.
- 22 DLA Piper offices were certified or maintained their certification by BREEAM, WELL, LEED and other building certifications that include a wellbeing component.
- We continued to run our Global Conflict Support service this year to aid our people in dealing with global conflict and speaking to their families and peers. This helps promote wellbeing and resilience within the communities we serve.

What's next

Over the next 12 months, we plan to strengthen our health and wellbeing proposition. We are working on creating a clear narrative explaining our position on health and wellbeing within the business, while ensuring these objectives and plans are communicated effectively throughout the firm by people managers and our SPEAK ambassadors.

We'll continue to work with partners across the legal sector to drive change, for example by embedding the Mindful Business Charter more effectively into all aspects of how we do business. We'll also continue to promote health and wellbeing-related events and initiatives and review our health and wellbeing offering to ensure we are supporting our people in the best way.



Nurturing our talent

Why this matters to us

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

What we aim to achieve

We're committed to helping our colleagues grow, supporting them on their career paths, and enabling them to have a fulfilling life outside of work. Law is dynamic, requiring us to constantly train and support our own people through a broad and comprehensive learning offering which is underpinned by a supportive learning environment and feedback culture.

This means enabling:

- **Knowledge:** Available and accessible learning pathways through an intuitive user experience.
- **Skill:** Built through formal training, followed by reinforcement, support and role-modelling on-the-job.
- **Behaviour:** Driven through habit building, modelling, reinforcement, and rewards.

Are we on track?



What we've been working on in the last year

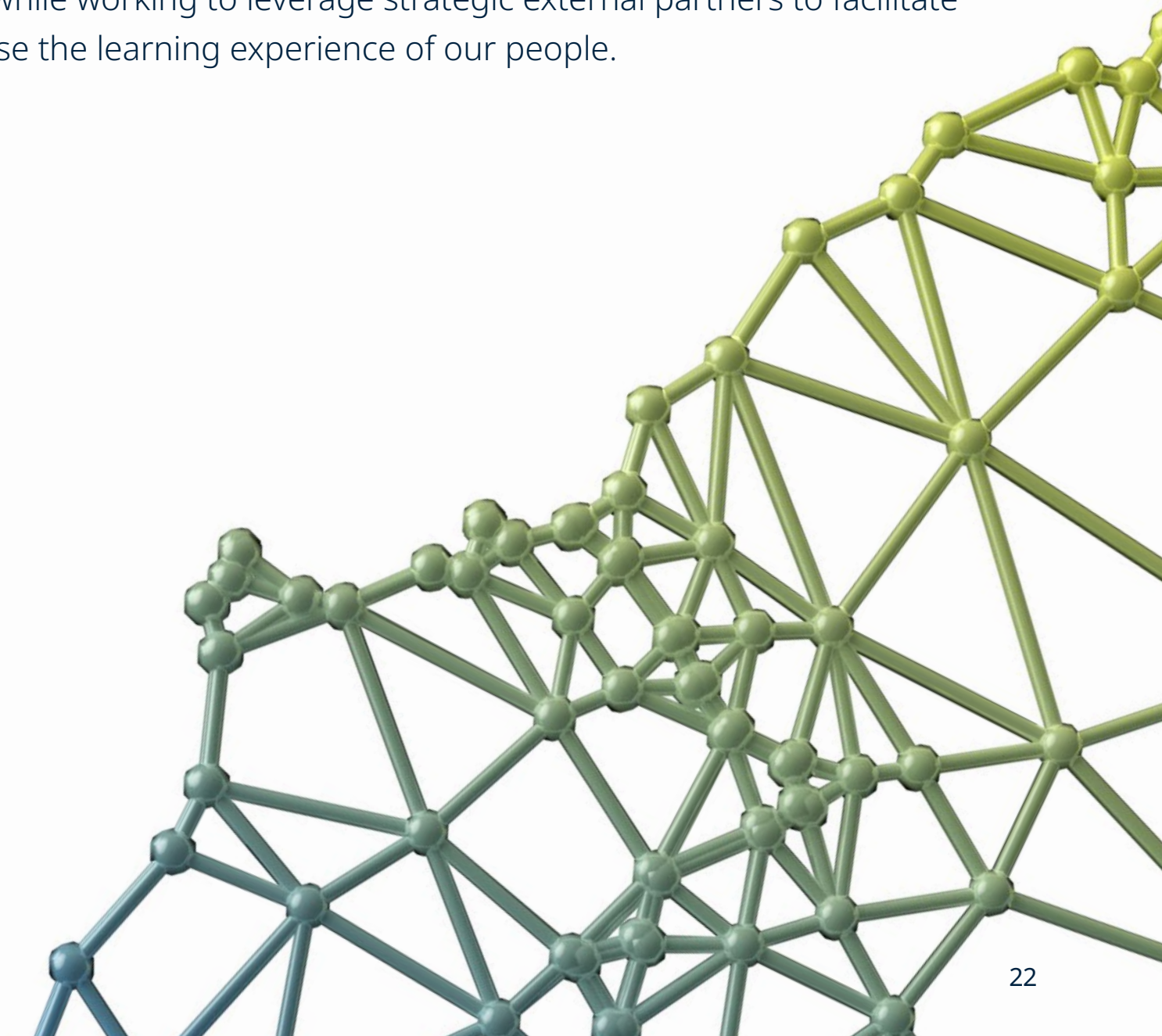
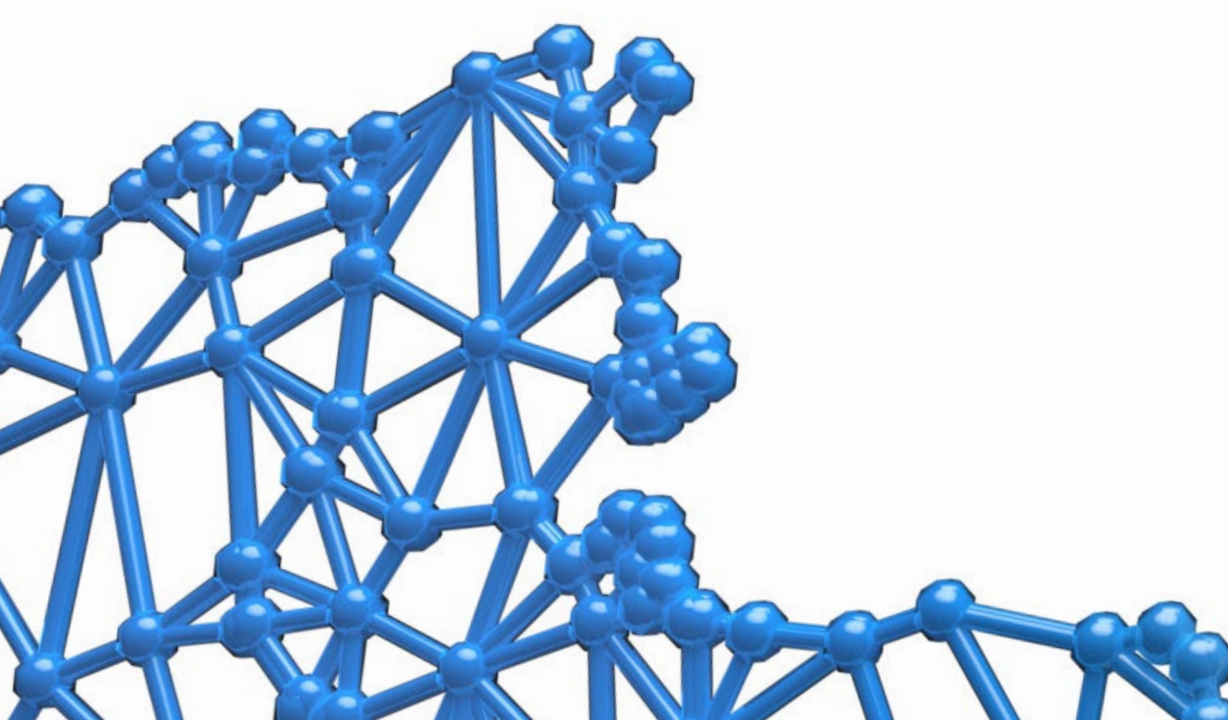
- We have begun work on the Sustainability Career Development Programme, a firm-wide programme to provide our people with an understanding of the sustainability transition and how it impacts their roles.
- We joined **City Century**, a City of London Law Society initiative that connects the best talent with law firms in the capital, promoting the Solicitor Apprenticeship as an alternative route to qualification.
- We recruited 9 Business Services apprentices in 2024.
- We launched our first ever Career Week focusing on helping colleagues to take control of their careers and development, which included a session specifically focused on sustainability.
- We established an International Learning Council to drive and unify learning and development efforts.
- We introduced sustainability learning as a new strategic pillar in the firm's learning and development strategy, led by the International Head of Sustainability and ESG.

- We became a signatory of the **Sustainable Recruitment Alliance** in 2023, which is an alliance of organisations aspiring to take a more sustainable approach to recruiting early careers talent.
- We launched our first return-to-work programme in the UK in collaboration with the **Reignite Academy**, an organisation focused on supporting lawyers returning to the profession after a career break.

What's next

Over the next 12 months, the focus of the firm's learning and development teams will include mapping the current state of learning across the business, deploying best-in-class innovative learning avenues, and prioritising strategic investments into learning and development programmes and technologies.

Rolling out an ambitious learning and development strategy will also include nurturing dynamic learning communities and champions across the firm. We are committed to measuring the impact of our learning programmes and academies while working to leverage strategic external partners to facilitate and maximise the learning experience of our people.



Understanding and acting on social impact

Societal impact

Why this matters to us

As one of the largest law firms, with a physical presence across the globe, we want to learn more about our impact and what contribution we're making to reducing inequalities and building a fairer society.

What we aim to achieve

We aim to address societal challenges through our pro bono strategy – which consists of three focus areas:

1. **Supporting climate, environment, and biodiversity**
2. **Protecting the rights of vulnerable people**
3. **Supporting equality and good governance**

We also want to contribute to making the legal profession a more accessible career choice for people from underrepresented groups.

Alongside these initiatives, we aim to gain a more holistic understanding of our societal impact through our broader business operations.

Are we on track?

Pro bono and UNHCR

We contributed **252,206** pro bono hours globally in 2023.⁵

- This is on average **32** hours per lawyer for the International firm.
- **26%** went to forcible displacement, **15%** to climate, environment and biodiversity, **15%** to good governance, **10%** to clinics, **14%** to individual work, **20%** to everything else.
- **6,500** of these pro bono hours went to our strategic partner UNHCR.

We provided over GBP 130,000 through corporate donations and employee fundraising to UNHCR in FY24.

We delivered 106 Know Your Rights sessions in 13 countries.

Flagship community programmes

We supported 203 young people through our flagship community programmes to enable a more inclusive legal profession.

What we've been working on in the last year

Because climate change affects some people more than others, it's a societal challenge as well as an environmental one. As a result, one key focus of our pro bono work has been helping pro bono clients adjust to the threats of climate change.

We've also continued to deliver programmes to support a more inclusive legal profession. These include programmes in cities where we have a physical presence, and in developing countries where there is a shortage of legal professionals.

In addition, to gain a more holistic understanding of our societal impact, we've focused on:

- Exploring the societal impact of our supply chain.
- Understanding the socio-economic impact our operations have in different geographies, starting with DLA Piper Africa.
- Addressing social challenges through finance and technology.

What's next

Going forward, we will improve our processes for collecting and tracking data to measure our societal impact.

We will introduce new projects through our pro bono strategy, on topics including racial justice, which we feel we can make an impact.

We'll work to refresh our supplier process to ensure that we are managing human rights risks accordingly. We'll also introduce new KPIs which can help us understand what type of socio-economic impact we are having through our supply chain.

⁵ This global pro bono hours figure includes DLA Piper International offices, and also DLA Piper Americas offices. This is an exception, as DLA Piper Americas is not included elsewhere in this report. The figures are reported for calendar year 2023.

Being a trusted and ethical partner to our clients

Ethical protection and use of data

Why this matters to us

We're entrusted with highly sensitive and confidential information every day. In the 34 countries in which we operate, data protection laws exist to ensure that people's privacy rights are protected when data about them is processed or handled. Failure to use data ethically and comply with these obligations carries serious legal and reputational risks.

What we aim to achieve

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

Are we on track?

We've continued to mature our privacy management framework and auditing our offices' compliance with relevant privacy laws. We report these to our Executive and Board to ensure accountability.

What we've been working on in the last year

- We presented the current privacy and data risk landscape to our Risk Committee and agreed strategies to mitigate any risks.
- We launched a series called Practical Privacy to train our people using real examples.
- We rolled out AI (Artificial Intelligence) training to our colleagues to ensure they understand the risks of, and use data responsibly when, using AI tools.
- We put in place an AI Steering Committee to oversee the responsible use of AI within our firm.
- We continue to carry out privacy impact assessments for any new technologies or processes that involve personal data. We have also introduced an AI section to our impact assessment.
- In 2024 we appointed our first Chief Data and AI Officer.

What's next

We'll continue to promote the ethical use of data by raising awareness and providing training to our people.



Labour and human rights

Why this matters to us

As a leading international law firm, we have a responsibility to respect human rights by putting in place systems to avoid infringing on these rights and addressing any impacts that may occur.

Most of our employees are professionally qualified and highly skilled people, a sizeable proportion of whom are regulated by a professional regulatory body. However, we have a responsibility to ensure that we don't overlook those who are employed in higher risk professions and jurisdictions.

There are also areas of our supply chain that carry potential modern slavery risks – in particular, suppliers operating in Africa, the Middle East, and Southeast Asia, especially in labour-heavy sectors such as cleaning, catering, security, and transportation services.

As human rights due diligence becomes the norm in many jurisdictions, especially with the rise of regulation in this area, we are determined to lead by example as we also help our clients on the compliance journey.

What we aim to achieve

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

As part of this commitment, we are reviewing our supplier management processes and making improvements from a human rights risk management perspective. This includes refreshing our Human Rights and Modern Slavery Policy, putting into place systematic human rights risk assessments, and developing a robust supplier human rights due diligence programme.

Are we on track?

We are currently in the process of developing meaningful targets and KPIs for our supply chain human rights risk management and will begin reporting on these in the coming years. This will include metrics like:

- # and % suppliers flagged as higher risk for human rights.
- # and % suppliers having undergone higher human rights risk scrutiny as part of our due diligence programme.
- # and % suppliers with major findings and corrective actions.



Our standard supplier contract template includes a clause on respecting human rights.

83% (255 of 308)

of key roles⁶ completed our practical modern slavery training in 2024.

78% (2,841 of 3,651)

of all business services colleagues completed our modern slavery awareness training in 2024.

We're not yet where we'd like to be in managing our human rights risks, but we are prioritising making progress in this area in the coming two years. This includes improving the uptake of our Modern Slavery training.

What we've been working on in the last year

- We completed a refresh of our supply chain risk assessment, to better understand the composition of our supply chain and identify salient human rights risks. We analysed our supply chain by geography and industry, while utilising insights from civil society organisations.
- We began to develop human rights criteria for the intake of new suppliers, which we will develop more fully and pilot over the coming year.

What's next

In 2024 we'll refresh our Human Rights and Modern Slavery Policy and ensure we have sound systems that underpin its delivery. We'll also continue to build out and pilot our supplier human rights due diligence programme, putting into place improved data collection and reporting.

⁶ Key roles refers to roles working more closely with some of our key suppliers.

Professional integrity

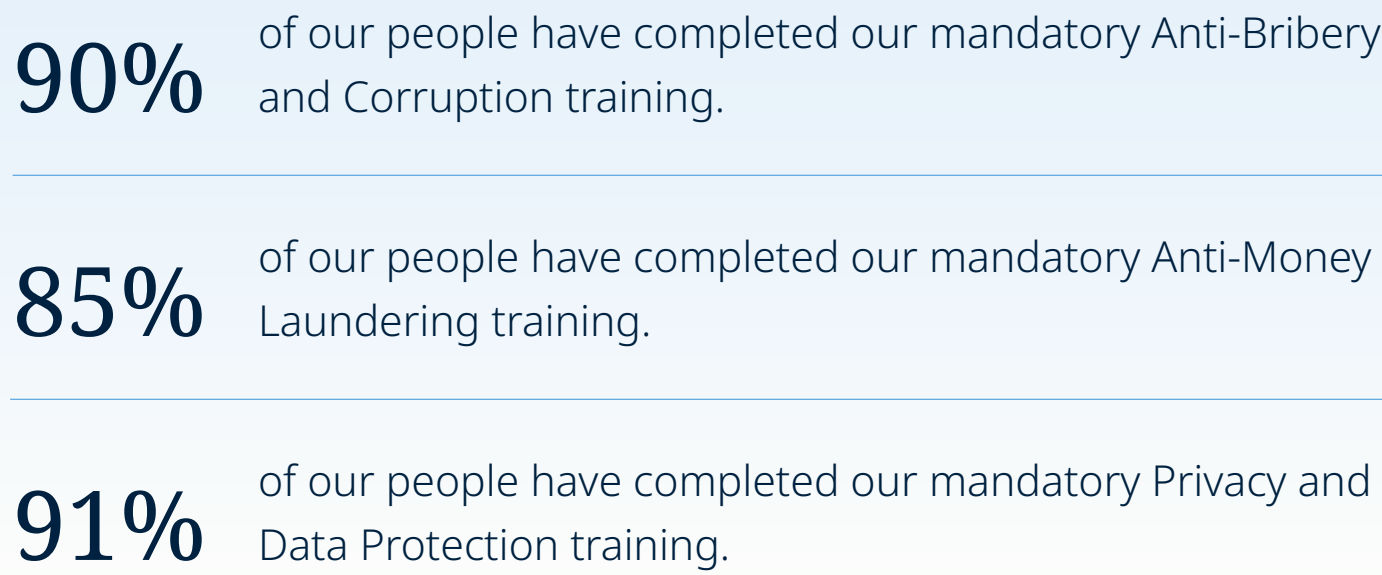
Why this matters to us

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

What we aim to achieve

Doing business with integrity is core to our values. We hold ourselves and our business partners accountable to the highest ethical standards. We're committed to leading by example, acting ethically and with integrity in every area of our business. We hold ourselves accountable to high standards of corporate governance.

Are we on track?



We also launched new whistleblowing training in March 2024 for our offices in EU countries and the United Kingdom and will disclose completion rates in our next report.

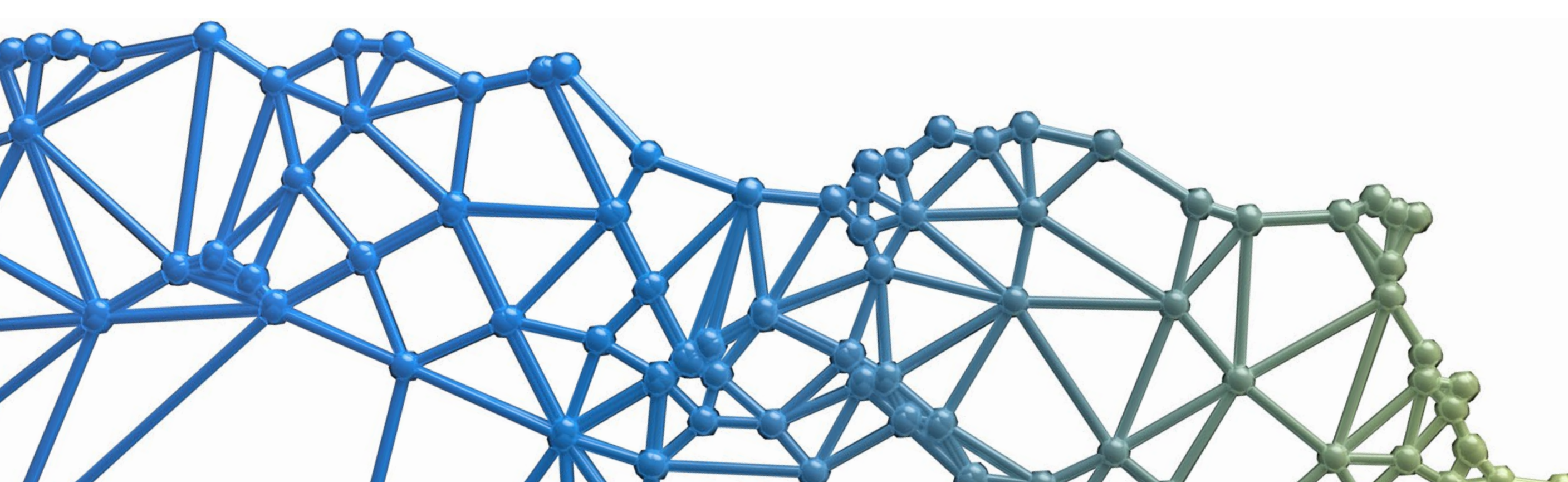
What we've been working on in the last year

- Annually, we ask our people to review our key policies and confirm their understanding and compliance. This includes Anti-Money Laundering, Anti-Bribery and Corruption, Whistleblowing and Ethics.
- All members of the firm are required to complete refresher Anti-Bribery and Corruption training, and Anti-Money Laundering training, and we're continuously working to improve adherence rates.
- We updated our Whistleblowing policy and procedure to be compliant with the EU Whistleblowing Directive and provided for local requirements.
- We continued the roll-out of our gifts and hospitality pre-approval process to include our people in business services areas in addition to those in practice groups. This is part of our programme to embed Anti-Bribery and Corruption.

What's next

We are:

- Implementing the updated Whistleblowing policy and procedure in the Middle East, Asia-Pacific and Africa including accommodating local requirements and rolling-out mandatory training in these areas.
- Rolling-out supervision training for all our fee earners across DLA Piper International which focuses on best practice guidance to ensure that all our client matters are supervised effectively.
- Implementing a system in the UK to assist partners with our insurance distribution compliance requirements.
- Investing in a horizon scanning system to provide advance alerts on legal and regulatory developments that affect the firm as a professional business.
- Implementing a partner matter file audit process and reporting system via our internal audit function to embed compliance in matter management practices.
- Reviewing the firm's approach to fraud and consolidating it into a coordinated fraud policy.



What's next

Statement from our Managing Director, Sustainability

In the current geopolitical climate, it might seem like sustainability has fallen off the agenda. However, our experiences and client discussions reveal a different reality. While the hard graft of business transformation may not always be in the media spotlight or wider stakeholder consciousness, behind the scenes change is underway. Along with our clients, we are adapting to the shift towards mandatory sustainability reporting. This requires a deep engagement with the substance of reporting frameworks as a core business issue. A compliance mindset will not equip us or our clients with business models to be able to thrive in a net zero future.

Transitioning to this future and our commitment to develop a Transition Plan Taskforce (TPT)-aligned transition plan is a multi-year approach. It is a priority for us over the next 12 months, which will require significant energy and extensive stakeholder consultation with, for example, new approaches to upskilling our lawyers and business service professionals. The success of our firm will increasingly rely on equipping everyone with a clear understanding of how sustainability impacts their careers and our client work.

Jean-Pierre Douglas-Henry

Managing Director, Sustainability



How we manage sustainability at DLA Piper

Governance structure and accountability

The DLA Piper International Board

Sustainability is a board-level topic at DLA Piper. Our Board is responsible for approving the firmwide sustainability and ESG strategy, which includes our carbon reduction and DEI targets, for example. The Board also reviews and signs off key policies, such as our Environmental Sustainability Policy, Energy Management Policy, Sustainable Procurement Policy, Human Rights and Modern Slavery Policy and our Supplier Code of Conduct.

Since 2023, the Board and Executive receives biannual (twice-yearly) updates on the firm’s progress against our net zero and near-term carbon reduction targets. The Board also engages in discussions and makes decisions about the firm’s climate transition planning, the embedding of climate risks and opportunities into our risk management and other business processes.

The Board’s Risk Committee

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

The Executive

DLA Piper’s International Executive Committee (the Executive) is responsible for the day-to-day management of DLA Piper International. The managing partner’s reporting to the Board includes insights from engagement and consultation with various stakeholders, including our people, partners, clients and suppliers.

The managing partner is responsible for DLA Piper’s sustainability and ESG strategy, and is supported by the Managing Director, Sustainability.

The Executive receives regular reports on the firm’s sustainability performance from the Managing Director, Sustainability, and the Chief Operating Officer.

The Chief Operating Officer oversees the firm’s operational decarbonisation and is the Executive sponsor of the International Energy and Climate Change Committee.

Sustainability and ESG Steering Committee

DLA Piper’s Sustainability and ESG Steering Committee is the primary governance body at the firm on sustainability and ESG. It reports to the Managing Director, Sustainability and provides an advisory, facilitating and coordinating role to the Managing Partner and the Executive, who are in turn accountable to the Board for our sustainability & ESG performance. The Committee is chaired by the International Head of Sustainability and ESG. It is composed of regional representatives from across the firm as well as core support function leads.

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

Diversity, Equity and Inclusion Council – responsible for the firm’s DEI governance and management. The Council reports directly to the Executive and the Board. Chaired by our CEO, the Council also includes representatives from our practice groups, sector groups and business services teams, representatives from each of our employee networks, and our HR Director, Head of Talent and Inclusion, and Head of Inclusion and Culture.

Health and Wellbeing Steering Committee – oversees our health and wellbeing strategy. It is made up of leaders from across the firm, who meet regularly to review progress and discuss strategy implementation. The Chair of the Committee is a senior partner and holds a seat at the International Diversity Council to ensure our health and wellbeing strategy aligns with our DEI strategy.

Learning Council – this newly formed council acts as the governance arm for the firm’s learning and development strategy and works closely with our Executive to engage with employees and partners on learning prioritisation and improvement across the international firm.

Procurement Action Committee – a cross-functional group that guides our purchasing and supplier relationships, focusing on strategy and operations. The committee oversees our International Procurement Policy, promoting responsible and sustainable purchasing decisions.

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 to deliver our net zero and science-based target. The IECC is focused on energy and carbon reduction delivered by key operational workstreams across procurement, travel, the workplace and renewable electricity. The IECC reports to the COO.

SHE (Safety, Health, Environment) Management Planning Committee – responsible for maintaining management systems (including environmental and energy management) and supporting external verification and certification schemes (such as ISO and Carbon Trust).

Sustainable Procurement Working Group – cross-functional group charged with progressing DLA Piper’s sustainable and responsible procurement goals. The working group reports to the COO.

Each of our offices contributes to meeting our firm-wide 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 to support our firm-wide environmental objectives.

Our governance structure will evolve as the sustainability transition continues to become more complex and our own transition develops.

Our key sustainability policies

Relevant firmwide policies guide our actions around sustainability and responsible business. We review these policies regularly to ensure they're fit for purpose and reflect the firm's evolving approach to sustainability. Our key sustainability policies are available on our [website](#).

Our key sustainability policies

Environmental Sustainability Policy: commits DLA Piper to minimising the environmental effects of our business operations. This includes our direct and indirect greenhouse gas emissions and our generation and disposal of waste.

Energy Management Policy: commits DLA Piper to continuously improving energy performance and management of carbon emissions associated with energy use.

Sustainable Procurement Policy: outlines principles for how we integrate sustainable thinking, social responsibility and circularity into our procurement practices.

Supplier Code of Conduct: outlines our expectations for our suppliers across environmental impact, social responsibility and ethics.

Human Rights & Modern Slavery Policy: makes explicit our commitment to the United Nations Guiding Principles on Business and Human Rights, endorsed by the International Bar Association. This Policy confirms our commitment to respect and support international human rights and, in particular, to the International Bill of Rights and the International Labour Organisation's Declaration on the Fundamental Principles and Rights at Work.

International Inclusion Guidelines: encourage our people to value diversity, actively promote inclusion, respect each person's individuality, and ensure that no partner, employee, agency worker, contractor or self-employed consultant, receives less favourable treatment on the basis of colour, race, nationality, ethnic or national origins, sexuality or gender, disability, age or religion or belief. Our International Inclusion Guidelines are further supported by relevant country level policies.

In some areas many of our countries of operation will have their own policies tailored to their local context and requirements, but they are always in line with DLA Piper's wider approach and goals.

Ethics Policy: embodies the key ethical obligations of the firm and our people. It is pervasive in everything we do and in all of our dealings, whether directly related to the provision of legal services or otherwise.

Whistleblowing Policy: offers individuals a confidential mechanism for disclosing suspicions or knowledge of possible impropriety to protect the firm, its brand, people and clients by delivering an early warning when something goes wrong. This includes matters pertaining to modern slavery.

Incident Reporting Policy: offers individuals a mechanism for reporting breaches of firm policies and procedures, and errors, acts or omissions which result in a breach of the legal or regulatory obligations of individuals or the firm. Our people have a personal obligation to report such incidents promptly and honestly when identified.

Anti-Bribery and Corruption Policy: sets out the firm's rules and what is expected of our people. We expect the same standard of conduct from the firm's contractors and third-party service providers in all dealings on our behalf.

Anti-Facilitation of Tax Evasion Policy: sets out the firm's commitment that it will not engage in tax evasion or the facilitation of tax evasion and articulates the role and responsibility our people have in preventing tax evasion and its facilitation. Where appropriate, suppliers are required to adopt the same standard of conduct when acting on the firm's behalf.



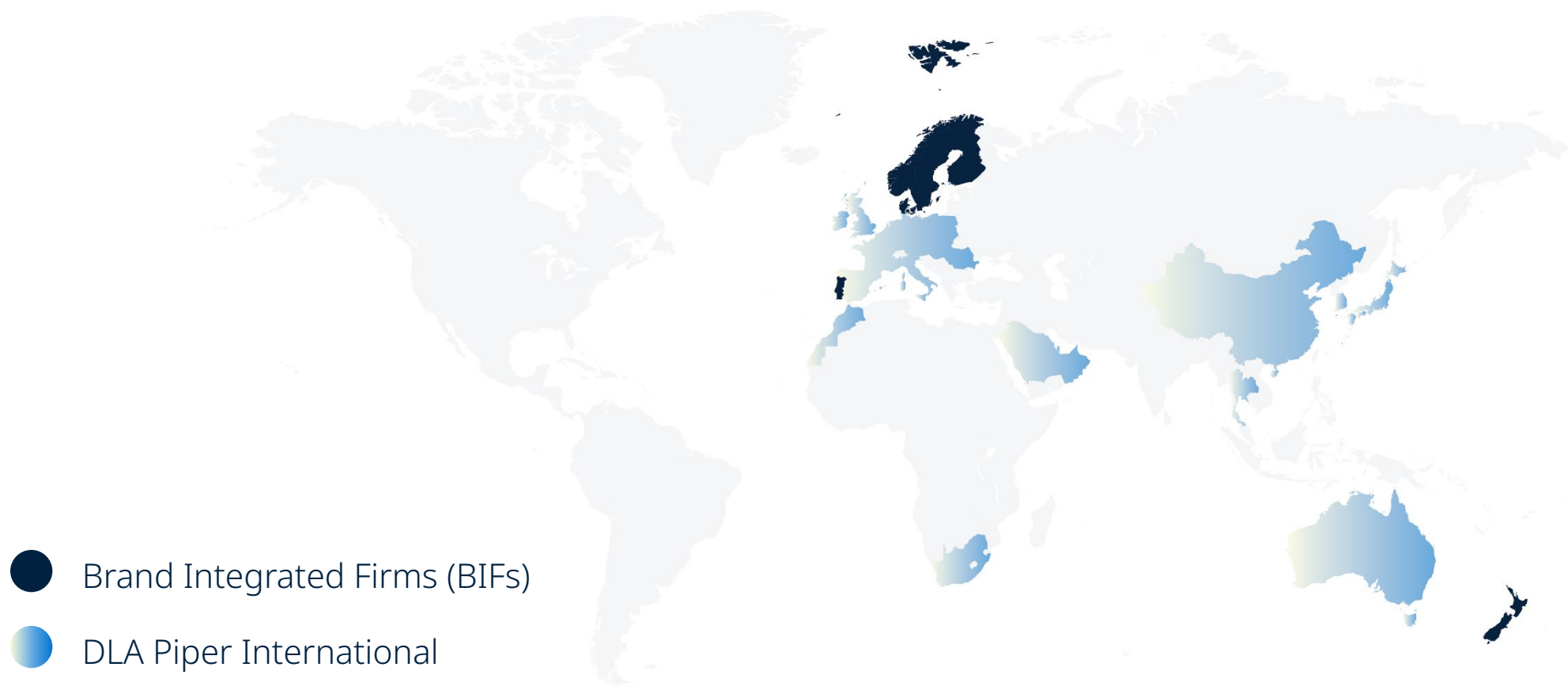
Other information

Scope of this report

DLA Piper has operations across the globe. This report covers the activities of our offices in Africa, Asia Pacific, Europe and the Middle East (which we refer to as DLA Piper International). It also includes environmental activities of our offices in the Nordics, Portugal, and New Zealand (our Brand Integrated Firms).

The activities of our offices in North America, South America and Central America are not covered here.

Where we describe governance structures, management systems, policies, activities and performance data in this report, they relate to DLA Piper International, unless otherwise specified. When covering environmental topics, they also cover our Brand Integrated Firms. The full list of our practicing entities is on our website.



- Brand Integrated Firms (BIFs)
- DLA Piper International

While we primarily report on the activities and performance of DLA Piper International and our Brand Integrated Firms, where data is available and helpful, we in some places do include our other entities in our reporting. To prevent confusion we have clearly indicated where the scope of data reported is beyond DLA Piper International and our Brand Integrated Firms.

Some of our locations produce their own additional sustainability reporting:

- DLA Piper Americas Sustainability Report
- DLA Piper Nordics Sustainability Report

Basis of preparation

The following reporting standards and guidelines have informed our 2024 reporting:

GRI Standards (Global Reporting Initiative): We've prepared this report with reference to the Global Reporting Initiative (GRI) Standards.

SASB (Sustainability Accounting Standards Board) standards: We have responded to applicable Sustainability Accounting Standards Board (SASB) indicators, see our SASB index in our [Data Pack](#).

WEF (World Economic Forum) Stakeholder Capitalism Metrics: We have responded to the World Economic Forum (WEF) Stakeholder Capitalism Metrics, see our WEF index in our [Data Pack](#).

Sustainable Development Goals and UN Global Compact:

We reference our performance against key Sustainable Development Goals throughout the report as relevant.

ESRS (European Sustainability Reporting Standards):

We have partially integrated new information and metrics in this report to begin our compliance journey with the EU Corporate Sustainability Reporting Directive.

Our report is also informed by our priority third party assessments, including CDP, EcoVadis and Lamp House.

The Impact Summary is part of our wider 2024 reporting suite. Get the full picture by browsing the rest of our reporting:

Impact Summary

Net Zero Deep Dive

Data Pack

Societal Impact Deep Dive

People Deep Dive

Regional Highlights

Further information

We welcome feedback on our reporting and performance.

Please email responsiblebusiness@dlapiper.com with any comments or questions.

This report was developed by the DLA Piper International Responsible Business team, with leadership from our Managing Director, Sustainability, and with input by countless supportive colleagues across the globe.



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