



# Maintaining our commitment and driving change

**DLA Piper International  
Sustainability Report 2025**





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All images are of DLA Piper staff



Executive summary

# An international law firm with people at our heart

About us

DLA Piper International (EMEA and Asia Pacific) is a law firm with over 7,000 partners, lawyers, business service professionals and other employees, operating across 40+ offices in 30+ countries, including key business and financial hubs such as London, Frankfurt, Paris, Hong Kong and Singapore.

Every day we help leading organisations seize business opportunities and successfully manage growth and change at speed.

We support our clients in achieving their goals wherever they do business, by delivering exceptional outcomes on cross-border projects, critical transactions and high-stakes disputes.

Our pursuit of innovation has transformed our delivery of legal services, and through our pro bono work and community investment around the world, we help create a more just and sustainable future.

Our values



**Bold**

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



**Supportive**

We are compassionate and inclusive, and act thoughtfully



**Exceptional**

We are strategic and driven, exceeding standards and expectations



**Collaborative**

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

Annual revenue FY25

GBP 1.6bn



Office locations

40+



Partners

770+



Lawyers

2,400+



Trainee lawyers

400+



Business service professionals

3,000+



Legal specialists

200+



Students and interns

200+



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

Executive summary continued

## In conversation with our leadership

It has been a year of sustainability ups and downs. DLA Piper International's core goals across all aspects of sustainability remain.

The transition to a low-carbon future requires systemic change that businesses need to manage across their entire value chains requiring engagement with multiple stakeholders.

We know a credible transition to Net Zero starts with decarbonising our direct operations. We're well underway on this journey, and this report sets out our progress and increasing challenges.

But a credible transition for a law firm also means integrating climate risks and opportunities into our business strategy and client work. Our initial analysis

suggests that because of our diversified client base and wider-ranging legal services, we are broadly resilient. But as sectors and clients continue to transition, we must continually evolve our services.

At the heart of this report is a data pack. Unexciting, perhaps, but certainly crucial, as it is the basis of sustainability management. We are continually pushing ourselves to test the rigour and relevance of our data, supported by our robust, Corporate Sustainability Reporting Directive (CSRD)-aligned Double Materiality Assessment.

These actions and more will ensure we remain fixated on concrete actions to support our sustainable journey.

As we renew our focus on our people, our clients and the communities we serve, the strapline of this year's report is maintaining our commitment and driving change. It reflects our firm belief that sustainability must run through everything we do.

We are encouraged by the external recognition we've received so far, which validates our decisions and shows we're on the right path. But we remain vigilant against complacency.

Our approach must evolve with the world around us, anticipating challenges and responding with empathy and intent.

Sustainability is more than metrics. It's culture, impact and unity.

We will continue to focus intently on what makes a meaningful difference, and on the difference we are making.

“The transition to a low-carbon future requires systemic change that businesses need to manage across their entire value chains requiring engagement with multiple stakeholders.”

“Our approach must evolve with the world around us, anticipating challenges and responding with empathy and intent. Sustainability is not just about metrics, it's about culture, impact, and unity.”



Charles Severs  
Global co-CEO



Jon Hayes  
Board Chairman



Charles Severs (left)  
and Jon Hayes (right)  
in conversation



Executive summary continued

## Introduction from our leadership

Amid the geopolitical volatility of the last year, our clients tell us they're continuing to focus on their core sustainability programmes, including transitioning their businesses and value chains to a low-carbon future. So are we.

Many organisations have also evolved their sustainability approaches and priorities, as they work to maintain their resilience and stakeholder trust. Again, DLA Piper International is no exception here. Just as we support our clients on their journeys through the shifting regulatory and reporting landscape, we must also adapt. This report and our materiality assessment are closely informed by Corporate Sustainability Reporting Directive (CSRD),

even though we are currently out of scope. This is a pragmatic response to the regulatory environment and the expectations of our stakeholders, including clients, many of whom are doing the same.

Our work with clients continues to evolve, from compliance led to strategy driven. Clients expect us to mirror this in how we manage our own transition. Since our last report, we have reviewed and refreshed various aspects of our sustainability strategy. These actions include progressing our second Double Materiality Assessment, rebaselining our carbon emissions, updating our risk management, and reviewing and adapting our sustainability governance.

**“Amid the geopolitical volatility of the last year, our clients tell us they’re continuing to focus on their core sustainability programmes, including transitioning their businesses and value chains to a low-carbon future. So are we.”**

Jean-Pierre Douglas-Henry  
MD – Sustainability





Executive summary continued

# Maintaining our sustainability approach

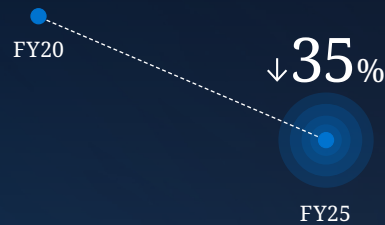


## Climate and Net Zero

Becoming a Net Zero law firm by 2040

# 35%

reduction in carbon since FY20 baseline



# 50%

2030 reduction target, – halfway to Net Zero



## Social Impact

Contributing to positive societal change

# 114,000+

pro bono hours contributed internationally



# 210

young people supported through our Head Start and Global Scholarship programs



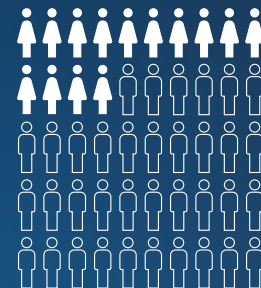
## People

Creating an even better place to work

# 27%

women in partnership

Up from 21% in FY21 but 3% short of 2025 goal



# 48%

partner promotions from underrepresented groups<sup>1</sup>



## Cross-cutting strategic improvements

Updated our emissions baseline for more accurate reporting

CSRD-aligned Double Materiality Assessment

to better understand our sustainability-related impacts, risks and opportunities

International Sustainability Standards Board gap analysis

to future-proof ahead of potential regulation

Corporate Sustainability Due Diligence Directive gap analysis

to better understand impacts in our value chain

Participated in the UN Global Compact’s Business and Human Rights Accelerator

to develop an action plan to advance our commitments to human rights

Undertook our first Climate Transition Risk Assessment

Reviewing sustainability data platforms

<sup>1</sup> We define underrepresented groups as Female, LGBTQ+, minority ethnic groups, disability, and those from a lower socioeconomic background. We report on gender across the International firm. Beyond gender, we currently only collect and report other diversity characteristics of our UK workforce.

Executive summary continued

## Third-party assessments

Independent sustainability assessments are a vital part of how we hold ourselves accountable and benchmark our progress. They provide external validation of our performance, highlight areas for improvement, and help us align with evolving stakeholder expectations. We prioritise assessments that are strategic to our business and relevant to the legal sector, and we welcome the growing scrutiny from sustainability raters as a driver of continuous improvement.

In FY25, we continued to engage with a range of third-party assessments and benchmarks, both for the international firm and locally:



### CDP Climate Change

We scored a B in the 2024 CDP Climate Change assessment. While this is above the average for the 'Specialised Professional Services' category, it was a drop in score. Therefore, we are putting together a comprehensive action plan to address gaps for our 2025 disclosure.



### EcoVadis

Our score improved to **77/100**, and we improved our rating to a **gold medal**. We scored:

- 91/100 in Environment
- 81/100 in Labour & Human Rights
- 71/100 in Ethics
- 67/100 in Sustainable Procurement

This places us in the top 95% of companies assessed in our sector.



### Lamp House

Ranked 3rd out of 215 international law firms<sup>2</sup> for our Responsible Business performance. We were ranked **1st in the environmental category, 8th in the People category, and 8th in the Governance category** in the 2024 Lamphouse Annual Report.



### Achilles

We achieved **100% scores** across all categories – Health and Safety, Environment, Quality, and Corporate Social Responsibility – in the FY25 audit.



### Integrity Next

We continued to participate in this platform, enabling clients to review our sustainability performance.



### FTSE Women Leaders Review

We were again ranked in the top 10 UK private companies for board-level gender inclusivity, coming 3rd out of the top 50 private companies in 2024.



### Australian Workplace Equality Index (AWEI)

We were named joint Employer of the Year in FY24 and retained Gold status for LGBT+.



### Social Mobility Employer Index (UK)

We were ranked 10th in 2025, moving up 17 spots from 27th place in 2024.



### Community Business LGBT+ Inclusion Index (Asia)

Our Hong Kong office retained its Bronze Award for LGBT+ inclusion.



### Law Students for Climate Accountability (LSCA)

We continue to receive a D rating in its 2025 scorecard, reflecting scrutiny of our work with fossil fuel clients.



### Living Wage Employer (UK)

We are accredited by the Living Wage Foundation as a Living Wage Employer in the UK, for the ninth consecutive year, meaning our employees and subcontractors continue to earn a living wage.



### Reconciliation Action Plan (Australia)

We published our fourth Reconciliation Action Plan (RAP), endorsed by Reconciliation Australia, with refreshed commitments to acknowledge and recognise Aboriginal and Torres Strait Islander peoples across Australia.



Executive summary continued

# Certifications and commitments



**ISO 14001, ISO 45001 and ISO 50001**  
We remain certified to ISO 14001 globally and ISO 50001 and ISO 45001 in the UK.



**Carbon Trust Route to Net Zero Standard**  
This year we extended certification to all international offices and achieved the highest tier – Leading.



**UN Global Compact**  
Since 2013, DLA Piper International has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, environment and anti-corruption.



**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 continue to embed its principles across our operations and client relationships.



**The Sustainable Recruitment Alliance**  
We are signatories and co-hosted a 2024 webinar on embedding sustainability in early careers.



Founding member of the **Legal Sustainability Alliance** and committed to its Legal Renewables Initiative in the UK.



**Sustainable Markets Initiative** net zero lawyers alliance  
Founding member of **Legal Charter 1.5, Net Zero Lawyers Alliance,** and **Legal Sector Taskforce of the Sustainable Markets Initiative.**



Partnered with **Save the Children Ventures** on a carbon removal project supporting tea farmers in Kenya.







## FY25: Our goals and progress

# Our sustainability progress: How we're driving change



## Climate and Net Zero

Becoming a Net Zero law firm by 2040

### GOALS

**50%**

reduction in carbon emissions from FY20 by 2030 and Net Zero by 2040

**100%**

renewable electricity across all offices by 2030

### PROGRESS

**35%**

overall reduction in emissions since FY20 baseline

**96%**

electricity from green tariffs in the UK and 65% internationally

**15%**

reduction in energy use across International offices

### PRIORITIES

Developing a Net Zero transition plan

Implementing carbon budgets for business travel

Progressing our advised emissions methodology



## Social Impact

Contributing to positive societal change

### Supporting

greater access into the legal profession

### Using legal skills

to help solve societal challenges

**114,000+**

pro bono hours contributed internationally

**210**

young people supported through our flagship programmes - with more than GBP400,000 provided to support their education

**3**

years renewed our strategic partnership with UNHCR through to 2028

Developing our pro bono biodiversity strategy

Launching a renewed social mobility strategy

Refining our approach to social impact measurement



## People

Creating an even better place to work

### Inclusive

firm-wide culture

### Build

and maintain an environment in which everyone can thrive

**27%**

women in partnership below 30% by FY25 target. Working towards 40% by FY30

**48%**

of internal partner promotions from underrepresented groups

**76%**

of Business Services professionals from underrepresented groups

Enabling more flexible working for our people through a new 'Workcation Policy'

Continuing to review and innovate our health and wellbeing offering

We strive to align to best practice in our approach to sustainability.



Executive summary continued

## General disclosures

DLA Piper International (EMEA and Asia Pacific) is maintaining its commitment to sustainability by adopting a reporting approach that is aligned in its headings and structure to the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) topics. This enables comparability with peers and stakeholders while deliberately stopping short.

While the firm is likely out of scope following the EU Omnibus proposal, aligning with CSRD best practices ensures comparability with key clients and suppliers who are themselves in scope and undertaking Double Materiality Assessments (DMA). This alignment allows DLA Piper International to drive change, speak a common sustainability language with its largest stakeholders, enhancing credibility and fostering stronger client relationships. This report is not intended to comply with the CSRD, but we have organised the content into relevant ESRS topics where possible.

DLA Piper International has taken the voluntary decision to continue with its CSRD-aligned DMA. Strategically, this will provide a clear sense of direction, helping the firm identify and prioritise material sustainability issues, inform its initiatives, and future-proof reporting against evolving regulatory expectations.

Moreover, this demonstrates accountability, meeting voluntary commitments, and efficiently responding to increasing client and third-party information requests – all while maintaining flexibility and authenticity in the firm's storytelling.

## Basis for preparation

### Aim of this report

This report provides a transparent, balanced, and data-driven account of our sustainability performance and progress. It is aligned with international standards including Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and World Economic Forum (WEF) Stakeholder Capitalism Metrics.

### Scope

The scope of this report is exclusively DLA Piper International LLP. DLA Piper International (the 'firm') conducts business in Africa, Asia Pacific, Europe, and the Middle East, including Brand Integrated Firms in the Nordics, Portugal, and New Zealand. It excludes the Americas. Environmental data includes Brand Integrated Firms where relevant.

DLA Piper is a global law firm operating through a number of separately constituted and regulated legal entities which provide legal and other client services in accordance with the relevant laws of the jurisdictions in which they respectively operate.

DLA Piper LLP (US) (a Maryland limited liability partnership) is a separate entity which practices law in various jurisdictions in the United States of America and in The Republic of Korea. Further information about what constitutes DLA Piper International LLP can be found in the firm's legal notices here: [Legal Notices – Global](#) | [DLA Piper](#).

### Methodology

Our reporting is informed by:

- GRI Standards
- SASB Legal Services Standards
- WEF Stakeholder Capitalism Metrics
- ESRS
- TCFD and Transition Plan Taskforce (TPT) frameworks for climate disclosures

We use a combination of actual data and estimates, with clear boundaries and assumptions disclosed in our [Data Pack](#).

### Assurance

- [GHG Emissions: Limited verification by Accenture \(ISO 14064-3\)](#)
- [Non-environmental data: Limited assurance by SLR Consulting \(ISAE 3000\)](#)
- Double Materiality Assessment: Conducted with external support and aligned with CSRD and ESRS



Executive summary continued

# Our value chain

Mapping key activities from upstream to downstream, highlighting business relationships and geographical locations essential for ESRS IRO identification.

A key aspect of CSRD is the need for businesses to understand their sustainability-related impacts, risks and opportunities across their entire value chain. Our value chain spans upstream procurement (e.g. IT, travel, facilities), core operations (legal services, business support), and downstream impacts (client outcomes, pro bono, community engagement). Therefore, a detailed value chain mapping was conducted as part of our ongoing 2025 DMA, identifying key activities across all stages.





Executive summary continued

# Our Double Materiality Assessment

In 2025, DLA Piper International is conducting a Double Materiality Assessment, evaluating sustainability topics through two lenses: our impact on society and the environment (“inside-out”) and how sustainability trends affect us financially through risks and opportunities (“outside-in”). This helps us focus on the most relevant issues, ensuring transparent reporting and effective resource allocation on topics that are most material to our business. We have outlined the process below.





# Environment

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Lyazzat Sarybekova  
Senior Risk Assurance and  
Sustainability Manager



“We’re already halfway to our 2030 target thanks to strong progress across our offices and business functions. Now it’s about maintaining that momentum – staying consistent, finding smarter ways to cut emissions, and keeping everyone engaged.”



Climate and environment goals and progress FY25

# Our Net Zero transition



## Cutting impacts across our value chain

### GOALS

**75%**  
cut in supply chain emissions

**70%**  
cut in air travel emissions

**100%**  
of top 200 suppliers to either set or committed to setting an SBT

### PROGRESS

**33%**  
reduction in supply chain emissions from FY20 baseline, but an 11% increase against FY24

**57%**  
reduction in air travel emissions against FY20 baseline, 10% increase against FY24

**26%**  
of our top 200 suppliers committed to a SBT (up from 23% last year)

**35%**  
overall reduction in emissions since FY20 baseline



## Integrating climate risks and opportunities

### GOALS

Assess and quantify climate risks and opportunities as they affect our clients and counterparties

Develop an advised emissions methodology

Understand how we will contribute to an economy-wide transition, including nature

### PROGRESS

**Assessed**  
operational areas for transition risks and resilience opportunities

**Further integrating**  
sustainability and climate into our risk management framework.

Using Double Materiality Assessment to understand and test climate risks and opportunities upstream in our supply chain, in our own operations, and downstream including our legal services



## Transparency and engagement

### GOALS

Engage and lead legal sector initiatives on sustainability

Engage our people and partners on joint solutions

Strive to lead in climate reporting

Apply the double-materiality findings to our business strategy

Review sustainability data platforms

Develop a Transition Plan Taskforce (TPT)-aligned Transition Plan Pilot advised emissions

### PROGRESS

**Engaging**  
in legal sector initiatives, like Legal Charter 1.5 and Sustainable Markets Initiative

**Developing**  
a climate upskilling approach for our people

**Aligning**  
with upcoming regulations including an ISSB/IFRS S1 S2 gap analysis



## E1 Climate change

## Climate change

“The transition to a decarbonised future is underway – and the success of DLA Piper International (EMEA and Asia Pacific) and many of our clients depends on embedding this transition into how we do business. We’re determined to drive meaningful change and play our part in building a climate-resilient future.”

Jean-Pierre Douglas-Henry  
MD – Sustainability

# 2024

was the warmest year on record globally.\*

\*<https://climate.copernicus.eu/global-climate-highlights-2024>

## Our approach

### Our climate risks and opportunities

Although we’ve actively managed our carbon emissions for more than 10 years, we began formally assessing our wider climate-related risks and opportunities in FY23, publishing our first report aligned with the Task Force on Climate-related Financial Disclosures (TCFD).

In FY25, we updated this assessment to explore how the global shift to a low-carbon economy may affect our operations, clients and services. We considered physical risks (such as extreme weather affecting our offices and people), transition risks (including changes to regulations, carbon pricing and client expectations) and opportunities (such as demand for legal support in sustainability areas such as climate disclosures and sustainable investments).

The initial assessment suggests that we are broadly resilient to many transition risks, due in large part to our diversified client base and wide-ranging legal services. We will further test and refine these findings by sector.

The assessment also identified risks associated with the rising cost of business air travel, due to carbon pricing and the shift to sustainable aviation fuels. Understanding these dynamics helps us prioritise our efforts, support clients through their transition and future-proof our own strategy.

## Reporting boundaries

We primarily report on activities and performance of DLA Piper International, which excludes offices in the Americas, our Brand Integrated Firms (Nordics, New Zealand, Portugal), and our partner firms in Africa. However, we do include Brand Integrated Firms in our environmental data collection and reporting where data is available and helpful.

## Maintaining our commitment to decarbonising our operations

### Our operational carbon footprint

Decarbonising our operations is central to our Net Zero strategy.

As a large international law firm, most of our carbon emissions are related to business travel and procured goods and services. This is typical of professional services firms.

Another focus area include emissions from the energy used to power our offices. Read below about our progress in tackling these emissions.

### Our carbon emissions in FY25

In FY25, we emitted 57,323 tCO<sub>2</sub>e (about 6.7 tonnes per person), an 11% increase from FY24. However, this is a 35% reduction compared to our FY20 baseline of 88,108 tCO<sub>2</sub>e (11.9 tonnes per person), reflecting steady progress towards our science-based target to halve emissions across all scopes by 2030.



“We’re continuing to decarbonise our direct operations, enhance climate resilience across our value chain and further integrate climate-related risks and opportunities into our business strategy and work. Our ambition and approach are grounded in science and aligned with the goals of the Paris Agreement.”

Oliver Gross  
Chief Operating Officer



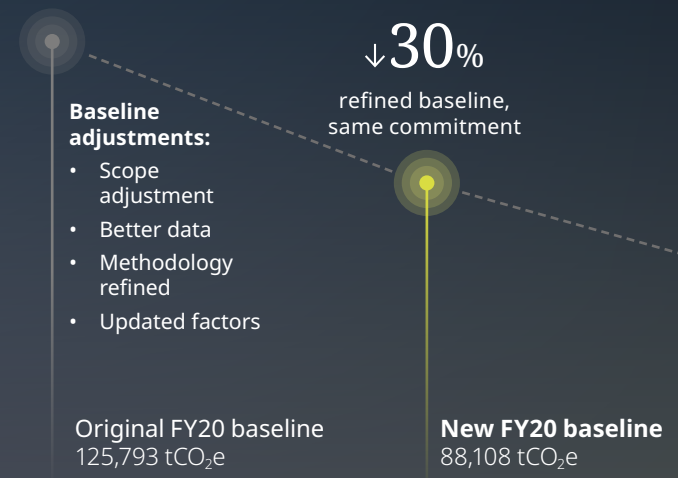
E1 Climate change continued

# Updating our Emissions Baseline

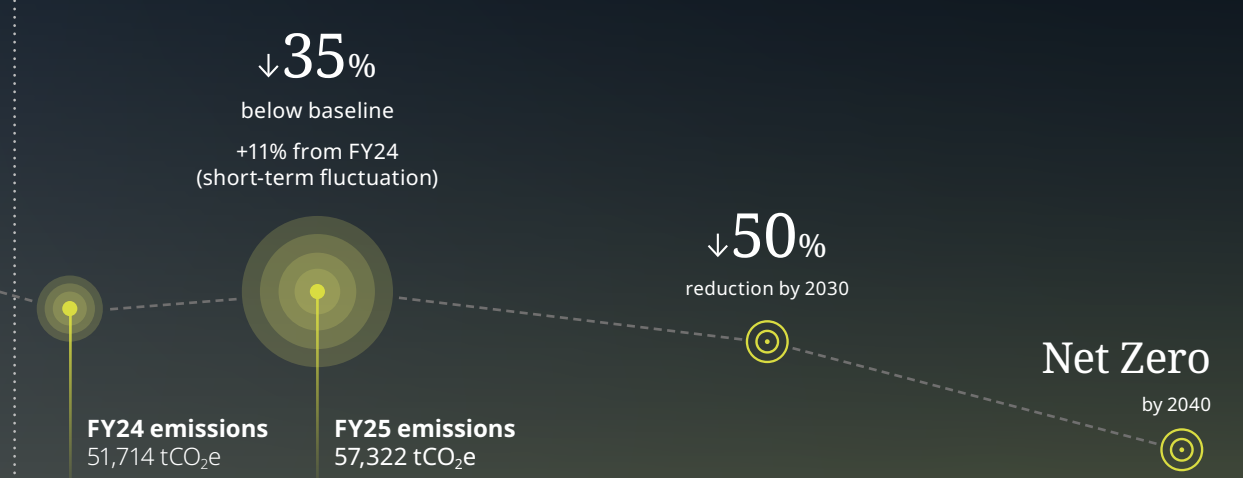
We re-baselined to provide a more accurate foundation for decarbonisation. This will help us to better track our progress and stay focused on key climate actions.

**50%**  
Our target for 2030

## Rebaseline explained



## Performance and ambition



**30%**  
Reduction in footprint but the same absolute target

**35%**  
Progress already achieved, proving change is possible

## The actions that drive our path to Net Zero

**Innovation and Leadership**  
*Spark innovation*  
Develop and integrate carbon accounting across operations.  
*Lead the change*  
Continued alignment with global reporting standards, best practices and client expectations.  
*Drive accountability*  
Ensure effective engagement and oversight by the Executive and Board.

**Operational Impact**  
*Optimise offices*  
Cut fuel, gas and electricity use.  
*Design for impact*  
Build energy efficiency into operations.  
*Power up renewables*  
Source 100% renewable electricity.  
*Data and process*  
Integrate climate into core processes, carbon budgets, and developing assurance.

**Sustainable Procurement**  
*Buy smarter*  
Apply green specs and carbon goals in contracts.  
*Think local*  
Prioritise low-carbon, local procurement.  
*Partner to reduce*  
Collaborate with suppliers on shared net zero goals.

**People and Engagement**  
*Upskill teams*  
Equip functions with climate knowledge.  
*Embed in roles*  
Further integrate climate into job roles and performance.  
*Raise awareness*  
Drive culture change and accountability.  
*Travel thoughtfully*  
Reduce unnecessary trips with virtual collaboration.

*Go greener*  
Shift business travel to lower-carbon options.  
*Plan sustainable events*  
Further integrate climate into event design.  
*Report with purpose*  
Track and disclose progress transparently.

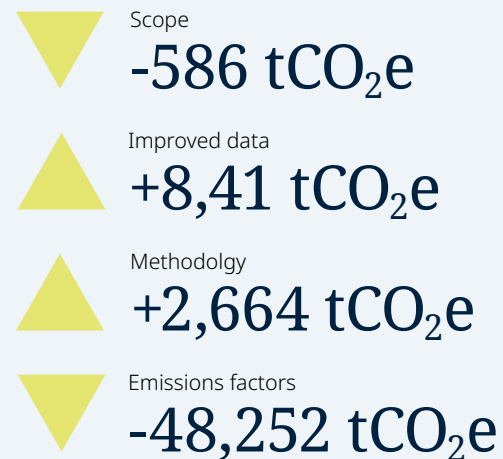


**E1 Climate change** continued**Why we recalculated**

Scope, data, methodology and emission factors changed our FY20 baseline by more than 5%, triggering a reset.

**How it works**

SBTi requires companies to restate baselines whenever changes above 5% occur.

**What changed****What it means**

We now measure progress against a stronger, more accurate baseline – demonstrating a 35% reduction achieved in FY25.

**Updating our emissions baseline**

We recalculated our FY20 baseline, resulting in a 30% reduction, 125,793 tCO<sub>2</sub>e to 88,108 tCO<sub>2</sub>e<sup>3</sup>. Against this revised baseline, our overall emissions reduction now stands at 35%.

This recalculation follows from Science Based Targets initiative (SBTi) guidance, which requires baselines to be restated at least every five years or sooner, if methodological changes, new data or scope adjustments exceed 5%. By adopting a more detailed and widely recognised model (EEIO<sup>4</sup>) for Scope 3 spend-based categories, and incorporating updated data, we crossed this 5% threshold, triggering our need to rebase.

The update maintains the accuracy and robustness of how we measure progress. For a legal services firm, most of our emissions are indirect. Purchased Goods and Services together with Capital Goods, representing around 56% of our footprint, were most affected by the change.

Although business travel, accounting for around 25% of our footprint, did not drive the baseline shift, it remains a key focus. We're placing greater emphasis on travel-related behaviors and advancing our Thoughtful Travel initiative.

Scope 1 and 2 emissions, mainly from energy use and accounting for 5% of our footprint, were minimally impacted.

Our updated figures have been independently verified against

recognised standards. These changes will also be submitted to SBTi, ensuring transparency and continued alignment with their requirements.

Looking ahead, we will continue to review our baseline and update our calculations, if methods or data change significantly, and in any case by 2030. This process ensures our Net Zero pathway remains credible, transparent and firmly grounded in the best available data.

**Developing an advised emissions methodology**

Alongside the emissions associated with our direct operations, DLA Piper International remains committed to better understand how the impact of our legal advice on our clients' operations may amplify or reduce emissions across the real economy. This impact is referred to as advised emissions.

We're committed to taking a leading role in improving sector-wide understanding of how legal advice affects global climate objectives. This is important, as advised emissions are likely to be where law firms have the greatest influence on climate outcomes. Measuring advised emissions is a highly complex challenge, and we're currently developing a robust, evidence-based methodology to quantify this impact.

This work is being carried out in tandem with cross-sector efforts to measure and quantify advised emissions, through Legal Charter 1.5 and in partnership with the Race to Zero campaign. The work will help shape our sector's approach to integrating advised emissions into client and matter intake processes, and climate risk management.

**Advised emissions: progress update****Testing our advised emissions methodology**

From September to November 2024, we ran a series of workshops with some of our lawyers to test the methodology against matter work types.

The methodology considers three main factors: a client's emissions, financial attribution (fees) and matter attribution. Unique to our sector, matter attribution relates to the varying levels of proximity the advice has to the client's emissions. This is based on whether the advice is given before or after a project and has a strategic or real-world impact on operational processes.

Developing the methodology is complex and remains a work in progress for the firm. The next step is to develop a roadmap and an action plan for moving to a pilot phase. We co-chair the Legal Charter 1.5 working group on advised emissions and have shared with the group our initial advised emissions methodology.

**Matter classification tool**

Also last year, we were a key contributor to the [Legal Charter 1.5 Matters and Mandates Working Group](#). Alongside our industry peers, we've helped to create a simple methodology (Matter Classification Toolkit) to classify matters according to their climate impact and contribution to the global climate transition. We aim to test this industry-driven methodology against a diverse set of legal matters to identify potential climate-related risks and opportunities to our firm.



<sup>3</sup> All reported emissions are market based, unless stated otherwise

<sup>4</sup> Environmentally-Extended Input-Output

**E1 Climate change** continued**Driving change through partnership**

As a leading international business with significant influence in our sector and beyond, we have an opportunity to drive change through collaboration and partnership.

We support the Net Zero transition by taking part in sector-specific forums and leading multi-stakeholder climate initiatives. We also promote sustainable practices within our operations and supply chains, setting a benchmark and bringing others on the journey.

By collaborating with industry leaders, including businesses, governments, and NGOs, we can share knowledge and develop aligned strategies for reducing carbon emissions.

We also raise awareness about climate change among our employees, customers and partners, empowering them to take action and make informed decisions. Through transparent metrics and reporting mechanisms, we track our progress towards Net Zero goals, ensuring accountability and continuous improvement.

**Leading the industry conversation on climate**

DLA Piper International is a member of several industry organisations seeking to address industry-specific sustainability and climate change issues:

**LEGAL** CHARTER 1.5

**Legal Charter 1.5**

We're a founding member of Legal Charter 1.5, a group of law firms committed to ensuring a 1.5°C world. Legal Charter 1.5 has recently released an industry-first framework for categorising legal matters and mandates according to their climate impact and contribution to the global Net Zero transition. Read more about this in our Governance section.

**Sustainable Markets Initiative****Legal Sector Taskforce, Sustainable Markets Initiative**

We're a founding member of the Legal Taskforce for the Sustainable Markets Initiative (SMI), a leading project to build a coordinated global effort to enable the private sector to accelerate the transition to a sustainable future.

**Legal Sustainability Alliance (LSA)**

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.

**Global Alliance of Impact Lawyers (GAIL)**

We're a founding member of GAIL, a community of legal leaders who are using the practice of law to have a positive impact on people and the planet, and to accelerate the just transition.

**net zero lawyers alliance****Net Zero Lawyers Alliance (NZLA)**

We're a founding member of the NZLA, and JP Douglas-Henry, DLA Piper International's Managing Director for Sustainability, sits on the steering committee. NZLA is committed to climate action, promoting sustainability reporting and sharing best practice in the legal sector. As a member, we're required to fulfil a range of climate-related criteria and commitments, including having climate targets, providing training to help our lawyers provide Net Zero-aligned legal advice, and providing pro bono advice for decarbonisation projects.

**Campaign for Greener Arbitrations**

We're a signatory of the Campaign for Greener Arbitrations, an initiative to reduce the environmental impact of international arbitrations. The campaign was founded in 2019 with the aim of significantly reducing the carbon footprint of the arbitration community.

**The Cambridge Institute for Sustainability Leadership**

We partnered with CISL on a multiyear research project, 'Future of Boards', which rigorously analysed the challenges boards face in governance and sustainability and provided practical insights to help them navigate an increasingly complex landscape and adapt to thrive in a more sustainable future. The research combined interviews with key stakeholders and board members from global businesses with a thorough review of existing academic and practitioner research. The final phase of this project completed in 2025 and explored how high-quality management information and strong investor relationships mean better board decisions that benefit people, planet and the bottom line. Combining legal expertise and academic rigour, the project delivered practical, empirical guidance that's already influencing global boardrooms and shaping sustainability strategy at the highest levels of corporate decision making.



"Working in partnership with Alex Tamlyn and the great team at DLA Piper International to influence change in the boardroom driving the integration of sustainability into core business strategy, is exciting and critical for the future. Our work together is well received, reaching an audience of over 2 million across multiple platforms in key sectors. The material informs our global network and board education programmes as well as the extended community at DLA Piper International."

**Gillian Secrett**  
CISL Research Director,  
Future of Boards research

**E1 Climate change** continued**What we've been doing****Revisiting our approach to climate transition planning**

In last year's report, we set out initial thinking on what a climate transition plan for DLA Piper International could look like. This covered the importance of aligning our Net Zero ambition with broader organisational strategy, an assessment of our climate risks and opportunities throughout our value chain, and how climate change (both physical and transitional) will impact our legal services. We remain committed to developing a transition plan that builds on the decarbonisation of our direct operations, guided by the Transition Plan Taskforce (TPT) Disclosure Framework.

The initial modelling of climate-related risks and opportunities has allowed us to better understand where climate can affect our financial stability through physical impacts such as extreme weather events and transition risks such as regulatory changes and market shifts. This will be further tested and refined and will enable us to take forward development of our transition plan in the coming year.

Our long-term commitment to becoming a Net Zero law firm by 2040 remains unchanged. We continue to recognise the importance of a structured, transparent transition plan, overseen by our Sustainability Steering Committee, that reflects not just operational emissions but also climate-related risks, opportunities and the evolving role we play in a low-carbon economy.

**Maintaining operational resilience through decarbonisation**

Last year, we identified priority areas to enhance operational resilience, in line with our 2040 Net Zero target. This year, we've begun to embed these priorities into core business functions, guided by climate risks and opportunities assessments and aligned with the IFRS S2 and TPT disclosure frameworks. The work has been overseen by our International Energy and Climate Change (IECC) committee.

This year's work marks a clear shift from strategy design to delivery. With foundational systems now in place, we're progressing implementation plans and building the operational capabilities needed to manage climate-related risks, reduce emissions and support a resilient business strategy.

**Decarbonising our operations in line with 1.5C****Reviewing our methodology and roadmap**

Our targets for DLA Piper International are to halve our carbon footprint by 2030, and to become a Net Zero law firm by 2040 (both against a FY20 baseline). Our Net Zero target was validated by the SBTi in June 2023.

As this report is published in FY25, we're about halfway to our 2030 target. To ensure that we're aligned with the latest climate science and good practice, this year we've reviewed our base year emission calculations (see page 17), performance against our targets and modelled needed reductions.

As part of the same review, we also checked our decarbonisation roadmap, particularly in relation to achieving a 90% reduction by 2040. As a result, we'll adjust our supply chain and business travel decarbonisation targets to ensure they are fit for purpose.

**Reducing emissions from business travel**

Business travel remains an essential part of delivering client service across our international network. While some travel is unavoidable, we're committed to reducing its environmental impact. Our targets include a 40% reduction in land travel emissions and a 70% reduction in air travel emissions by 2030.

In FY25, business travel accounted for 25% of our total carbon footprint. Since our FY20 baseline, we've reduced business travel emissions by 19,710 tonnes CO<sub>2</sub>e. However, year-on-year progress has reversed in this category, with an 7% increase between FY24 and FY25, reflecting a post-pandemic rebound in activity.

**Thoughtful Travel**

Our international travel policy evolved into a flexible guidance tailored to local contexts and we began scoping a new approach to carbon budgeting and accountability. Although plans for a new travel provider with advanced sustainability capabilities were paused, we appointed a dedicated lead for the Thoughtful Travel programme to coordinate future efforts.

Our Thoughtful Travel framework, launched in 2022, continues to guide more

sustainable travel decisions. It provides consistent guidance on when travel is appropriate, promotes virtual alternatives and encourages colleagues to consider travel options with the least environmental impact, both in terms of mode of transportation and the environmental credentials of travel providers.

**Carbon accounting**

Carbon accounting – putting a price on emissions and factoring this into budgeting decisions – can be a powerful way of driving carbon-conscious behaviour. We remain committed to implementing carbon accounting and management throughout our operations. We will work with our finance and data teams, to pilot carbon budgets in specific operations including for travel.

**Reviewing our roadmap**

We're currently reviewing our business travel decarbonisation roadmap to ensure it reflects our operating model. Key focus areas include:

- improving data granularity and transparency to manage travel emissions more consistently;
- engaging frequent travellers and departments with the highest emissions to support behaviour change;
- embedding carbon considerations into business event planning; and
- exploring how to give travellers more information to encourage carbon-conscious travel decisions, in partnership with our travel providers.



“Across the world, we are seeing climate and sustainability reporting move closer to the rigor and transparency traditionally associated with financial reporting. This convergence of climate and financial reporting is accelerating worldwide, driven by frameworks such as ISSB and CSRD. However this shift is not just regulatory, it reflects the growing recognition that climate risk is financial risk. By working towards aligning our disclosures with leading frameworks, we are ensuring that our stakeholders have clear, comparable information on how we manage climate-related risks and opportunities. This approach maintains our resilience, supports informed decision-making, and reinforces our commitment to long-term value creation for our clients and our people.”

Matt Tweedie  
Chief Financial Officer



E1 Climate change continued

# Sustainable procurement

In FY25, procurement remained a major contributor to DLA Piper International's operational emissions, accounting for 56% of our total carbon footprint. We have improved data quality and expanded supplier engagement, emissions from our supply chain have dropped by around 33% compared to baseline.

This suggests that further action will be needed to achieve our 2030 reduction target of 75% in supply chain emissions (equivalent to 22,198 tCO<sub>2</sub>e). Key priorities are maintaining supplier collaboration, embedding sustainability criteria in the procurement process and deepening engagement with high-impact suppliers.

### Expanding our supplier engagement programme

To improve the accuracy of our data relating to supplier emissions, we expanded our supplier engagement programme last year. We sent a questionnaire to 194 of our top suppliers, representing more than 40% of spend. Question topics included climate targets, decarbonisation progress and emissions data as well as broader sustainability risks, including human rights and modern slavery. Despite this increased outreach, the response rate remained low at 24%, limiting our ability to gather detailed insights.

As a result, our FY25 carbon footprint calculations incorporate supplier-specific emission data from just 29 suppliers. While this covered only a portion of our spend, the data improved accuracy and, in some cases, led to lower emissions estimates compared to industry averages – reflecting both better reporting and decarbonisation action taken by those suppliers.

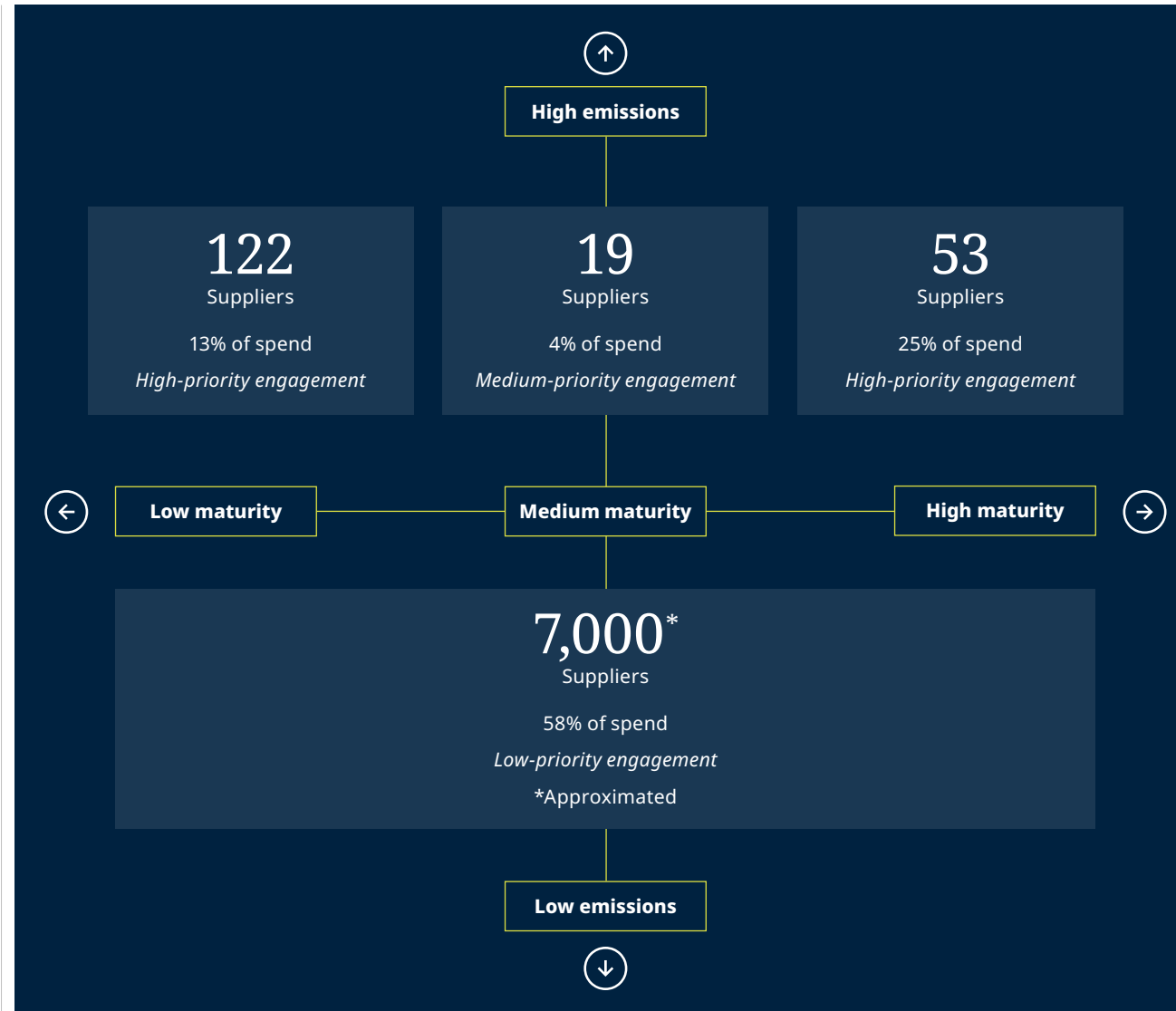
Based on the responses from our top suppliers, we segmented them into low-, medium-, and high-maturity categories. We've begun to follow up with respondents to provide feedback on their climate plans and offer support.

- **High-maturity suppliers** have committed to set or have already set a science-based target.
- **Medium-maturity suppliers** have calculated their total carbon footprint but don't yet have a science-based target commitment.
- **Low-maturity suppliers** have not yet calculated their full carbon emissions footprint.

Of our FY25 spend, 25% was with suppliers who have set or committed to set a science-based carbon reduction target (up from 23% in FY24).

Of the 47 suppliers who responded to our questionnaire, 34% said they haven't yet begun to annually estimate their carbon emissions footprint.

As our data improves and supplier relationships evolve, so will our ability to manage supplier-specific risks and make credible progress towards our 2040 Net Zero target.



### Sustainable Procurement Working Group (SPWG) update

Our SPWG continued to oversee our supply chain sustainability programme last year. Meeting quarterly, the group monitors supplier engagement, reviews progress against goals and ensures alignment with our wider climate, social and human rights commitments. In the year ahead, the group will focus on increasing supplier participation, improving data quality and embedding sustainability into procurement decisions. Focus areas include:

- launching a new RFP process that integrates sustainability criteria into supplier assessments, contract reviews and decision-making;
- piloting an enhanced supplier onboarding process, including climate and human rights-related due diligence;
- expanding supplier engagement efforts, with a focus on high-impact and strategic suppliers;
- conducting a new risk assessment on human rights and modern slavery issues, as participants of the UN Global Compact's Business and Human Rights Accelerator Programme;
- developing training for our supplier relationship managers on our climate expectations informed by our Supplier Code of Conduct; and
- undertaking a Corporate Sustainability Due Diligence Directive (CSDDD) gap analysis.



E1 Climate change continued

# Workplace sustainability

The energy used to power our workplaces accounted for 5% of our operational carbon footprint in FY25. This includes:

- **Scope 1 emissions:** gas, diesel, refrigerants
- **Scope 2 emissions:** electricity and district heating

We've reduced our Scope 1 and Scope 2 emissions by 44% from our FY20 baseline. We also achieved a year-on-year reduction of 17% between FY24 and FY25.

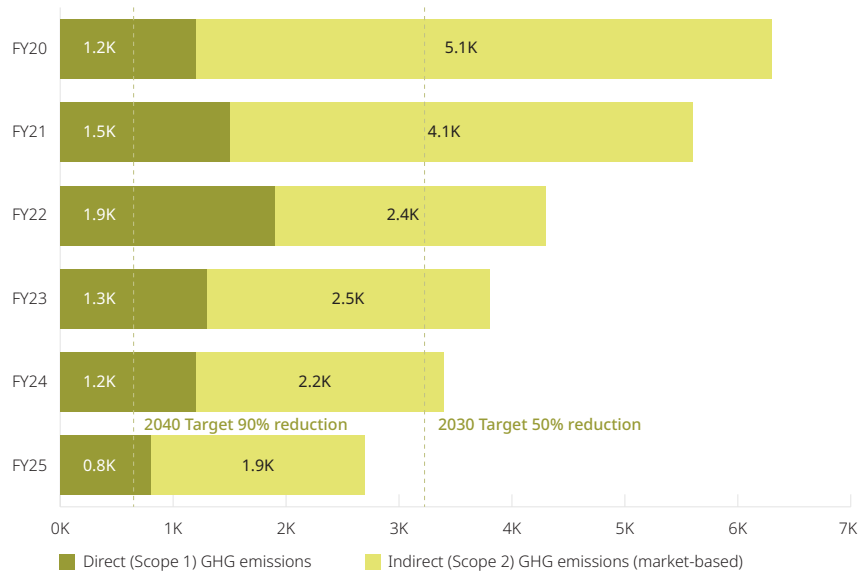
To reduce our workplace carbon footprint, we're continuing to optimise the energy efficiency of our offices and buildings. This includes switching to renewable energy, prioritising

sustainability considerations when planning and choosing new office spaces.

We recognise that at present the procurement of renewable source electricity in the UK and EU cannot be evidenced without the use of supplier green tariffs under the Fuel Mix Disclosure rules or the retirement of REGOs such as those purchased under a CPPA. We are also conscious that the field of renewables and voluntary indirect greenhouse gas emission claims and their regulations are dynamic fields. In our renewable procurement strategy, we are therefore regularly adapting our procurement and claims to the latest regulatory framework, scientific developments and best practice.

*Our energy-related emissions*

**Scopes 1&2 emissions against target (market based tCO<sub>2</sub>e)**



**Workplace energy optimisation**

We've continued to optimise the energy efficiency of our offices, both in our existing premises and when we move to a new building.

Overall, since the baseline year electricity use in buildings has decreased by 25% internationally and 26% in the UK, driven by the rollout of our energy efficiency programme. Total gas use has fallen by 25% internationally and by 40% in the UK, largely due to the relocation of our Leeds and Sheffield offices into all-electric, energy efficient buildings.

We've added additional offices to DLA Piper International's optimisation programme, including Madrid, Brussels, Budapest and Amsterdam. In total, 16 offices have been audited, enabling them to monitor their own carbon emissions and energy efficiency. By tracking improvement opportunities and actions in our environmental data management system, we enable each office to take ownership of their actions.

**65%**

of electricity in international offices now from certified green sources

**100%**

our renewable electricity target for all international offices by 2030

Some of many examples of optimisation actions include reviewing chiller set points, changing the AC schedule to match occupancy, reviewing the lighting schedule for meeting rooms and installing LED lighting.

We continue to work with landlords, explore new sourcing models (including PPAs) and assess opportunities for on-site generation in select offices.

**Smart meters for our London office**

Our London office has become the first of our offices to install smart meters. The meters are now providing real-time data and insights, which we're using to optimise energy use. The London office is one of the largest across our firm.

**16**

offices driving energy optimisation across our portfolio of offices

**4**

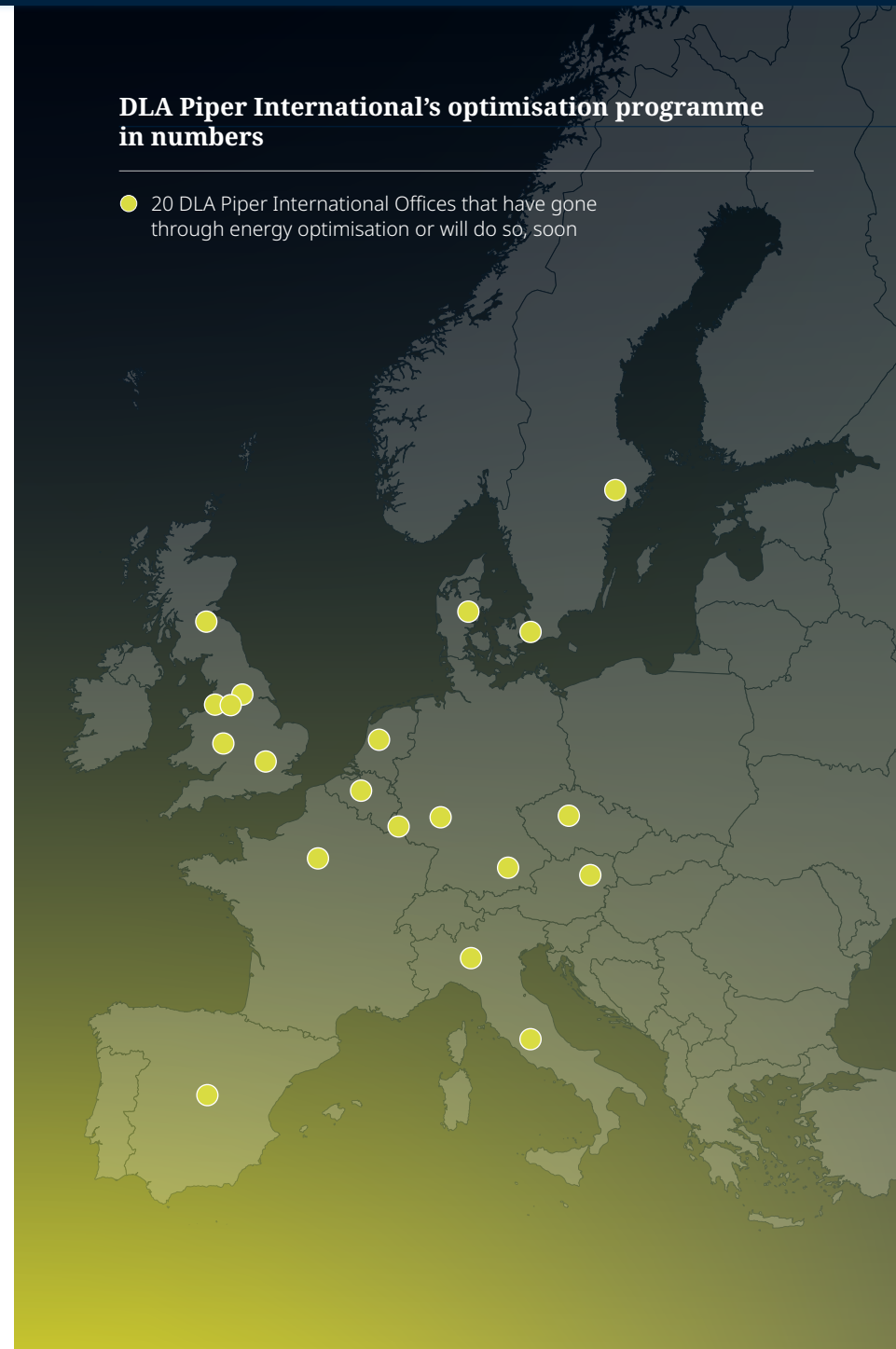
additional offices audited in FY25 to expand programme reach

**72%**

of baseline energy use is now addressed by optimisation programme

## DLA Piper International's optimisation programme in numbers

- 20 DLA Piper International Offices that have gone through energy optimisation or will do so, soon





E1 Climate change continued

**High-performance workplaces**

When we design new offices or refurbish existing ones, we aim to minimise the environmental footprint of our spaces while ensuring we create great places to work. For the last 10 years, we've been following International Design guidelines on how to do this. The guidelines are centrally led and implemented across our international portfolio.

The guidelines are not mandatory. They aim to promote a level of consistency in our design approach across our offices, while also being flexible enough to accommodate local cultural differences and values.

Following the COVID-19 pandemic, we adapted the guidelines to reflect the shift towards prioritising collaboration and social interaction in office design. Instead of assigning fixed workspaces, we aim to create flexible spaces where staff can move around and choose the work environment that suits their needs at the time. As a result, we've downsized our office space while our headcount has increased. Our studies show that these changes have also led to us now using our spaces more efficiently.

**Ratio of headcount to available desks increasing**



Recently, we've begun to adapt our workplace design principles to encourage a more people-centric approach to designing our workspaces. We have two complementary goals:

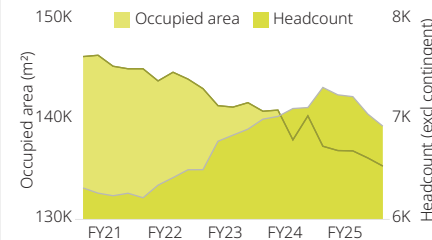
**Provide workplaces that help and inspire people to perform at their best**

- This considers all aspects of the physical environment and how people interact with it. It includes the use of leading-edge technology and incorporates inclusivity considerations.

**Provide workplaces that themselves perform at their best**

- This includes maximising space efficiency, cost efficiency, sustainability, durability and flexibility.
- Almost 11,000 sqm reduction in total office space between August 2020 and April 2025.
- Coupled with an over 600 persons increase in international headcount in the same period shows how we're being more efficient with our workplaces.

**Headcount increasing (15%) leased space reducing (-6%)**



**19 offices achieved sustainability certifications**

**BREEAM**

BREEAM specifies and measures the sustainability performance of buildings. It's a holistic sustainability assessment framework, including waste, water, energy, health and wellbeing, and many others. Rankings go from Pass to Outstanding.



**LEED**

LEED is a globally recognised comprehensive framework for green building practices. It focuses on material selection, human comfort, air quality and human health. Ratings go from Certified to Platinum.



**NABERS**

NABERS is a sustainability rating for the built environment. It provides a rating from one to six stars for building efficiency across energy, water, waste and indoor environment.



**WELL**

The WELL Building Standard focuses on air, water, nourishment, light, movement, thermal comfort, sound, materials, mind and community. Rankings go from Bronze to Platinum.



**Sustainable office highlights**

- We worked with the developer of our new Leeds office to make the building fully electric. As we have also sourced renewable electricity for the building, this will minimise any future use of fossil fuels over the lease term
- Our new Sheffield office is the most energy-efficient office building in Sheffield, and one of the most efficient in the UK
- Our Brisbane office is planning to move to a new building in 2028 aiming to be the most sustainable building in the city
- Our London office has installed smart metering across the site
- Our new Amsterdam office has smart building technology that regulates temperature and airflow around our space, according to need and occupancy
- Our new Luxemburg office has electric car chargers and movement detectors for our office lightning systems

**Looking ahead**

Our key priorities for FY26 include:

- continuing our energy optimisation programme, focusing on reducing energy use and emissions across both existing office and new fit-outs
- embedding sustainability into workplace procurement and property governance, ensuring sustainability performance is a core criterion in lease decisions and design processes
- expanding our smart metering programme, using insights from the London pilot to prioritise offices where we have the greatest operational control
- improving renewable electricity coverage, through greater landlord engagement and exploration of direct sourcing options
- increasing the number of certified sustainable offices, building on our current progress with sustainability certifications





E1 Climate change continued

# Managing our other environmental impacts

## Waste

We continue to make progress towards our commitment to divert 95% of our waste from landfill. In FY25, 82% of our waste was diverted, a slight increase from the previous year. While this remains below our target trajectory, we have taken steps to improve data accuracy, identify areas of inconsistency and enhance waste reduction practices across offices.

## Performance against waste targets

This year we introduced a new Waste Management Policy that formalises our waste management practices and targets. The policy sets out our commitments to reducing waste generation, eliminating single-use plastics, improving segregation and promoting circular economy principles. We expect this to create a more consistent approach to waste management across our offices, and support progress towards our targets.

We've improved our approach by:

- tracking waste streams in a more consistent way;
- collaborating more closely with landlords and suppliers; and
- raising internal awareness through local initiatives.

We'll continue to build on this progress and support our teams in delivering responsible and transparent waste management.

## Eliminating single-use plastics

Over the past few years, we've made strong progress in reducing single-use plastics, particularly in our catering, cleaning and office supplies. Our UK offices and many larger European offices have already removed disposable items such as plastic cups, cutlery, bottled water and plastic stationary products, replacing them with reusable, recyclable or compostable alternatives.

We continue to review progress across our international offices, recognising that local supplier availability and building management arrangements can affect compliance. Regular internal audits and engagement with local offices are helping us identify and address remaining pockets of single-use plastic use.

We'll continue to build on this progress by encouraging good practice across all locations, and looking for opportunities to further reduce or eliminate single-use plastic wherever practical.

## Water use

Water consumption is the smallest of our operational environmental impacts in terms of materiality. We use municipally supplied water in our offices, mainly for hygiene and food preparation, with usage levels consistent with standard office operations. As most of our offices are rented, we have limited control over our water supply and water conservation measures.

We began to collect water consumption data more consistently across our offices in 2023, and reported these figures for the first time in the same year. This year we continued to focus on improving the consistency and quality of this data.

Some of our offices are located in areas of high or extremely high water stress. Although our direct influence on water consumption is limited in leased spaces, we're exploring how we can factor local water risks into our future office decisions. This includes seeking buildings with established water conservation measures and encouraging responsible behaviour among colleagues through awareness campaigns.

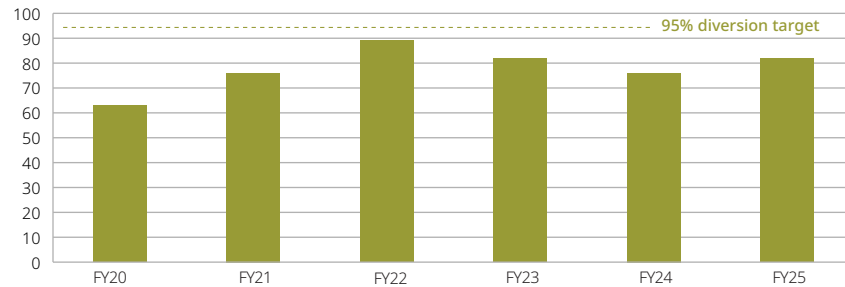
We'll continue to monitor opportunities to develop our approach and reduce water-related risks across our international office portfolio.

## Nature and biodiversity

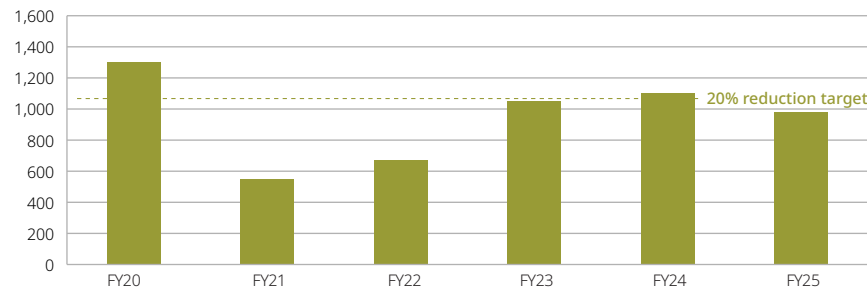
Most of our 44 offices internationally are located in urban environments, with only one situated within a recognised key biodiversity area. For that reason, our direct impact on nature and biodiversity is minimal.

However, we recognise we do have an influence through our legal services – for example, through the advice we give relating to wildlife conservation legislation, environmental governance or land use planning. We can also have a positive impact on nature through our supply chain, by encouraging responsible sourcing and engaging suppliers on nature-related risks.

## % Waste diverted from landfill



## Total waste produced [t]



**E1 Climate change** continued**Developing climate resilience for tea farmers in Kenya**

We collaborated with industry peers through the **Legal Charter 1.5** Last year to co-create with **Save the Children Ventures** a 10-year carbon removal project in Nandi, Kenya.

The project will improve the climate resilience of smallholder tea farmers by investing in climate-sensitive practices such as planting tree-lines to create windbreaks, increasing tree cover on tea farms and improving biodiversity. Other project goals include improving food and economic security by connecting farmers with domestic and international markets, supporting farmers to diversify

into fruit and sustainable timber production, as well as encouraging more sustainable farming practices. The project will generate high-integrity carbon removal credits that will support our Net Zero transition goals.

This is a first-of-its-kind collaborative project that brings together offsetting requirements and resources across several firms, as well as creating lasting social impact through the role of Save the Children.

[Click here for more about the project](#)

**A meaningful approach to carbon compensation and offsetting**

The DLA Piper International climate strategy prioritises decarbonising our business over carbon offsetting wherever possible. To achieve our 2040 Net Zero target for those emissions we cannot reduce, such as those associated with travel, and reduce our carbon footprint in line with our commitments under the SBTi, some compensation or offsetting will play a part.

Our compensation approach is to find and invest in credible carbon removal projects that support our wider sustainability goals. We prioritise projects that deliver social value, and that maximise impact through cross-sector collaboration.

**Bringing our people on the climate journey**

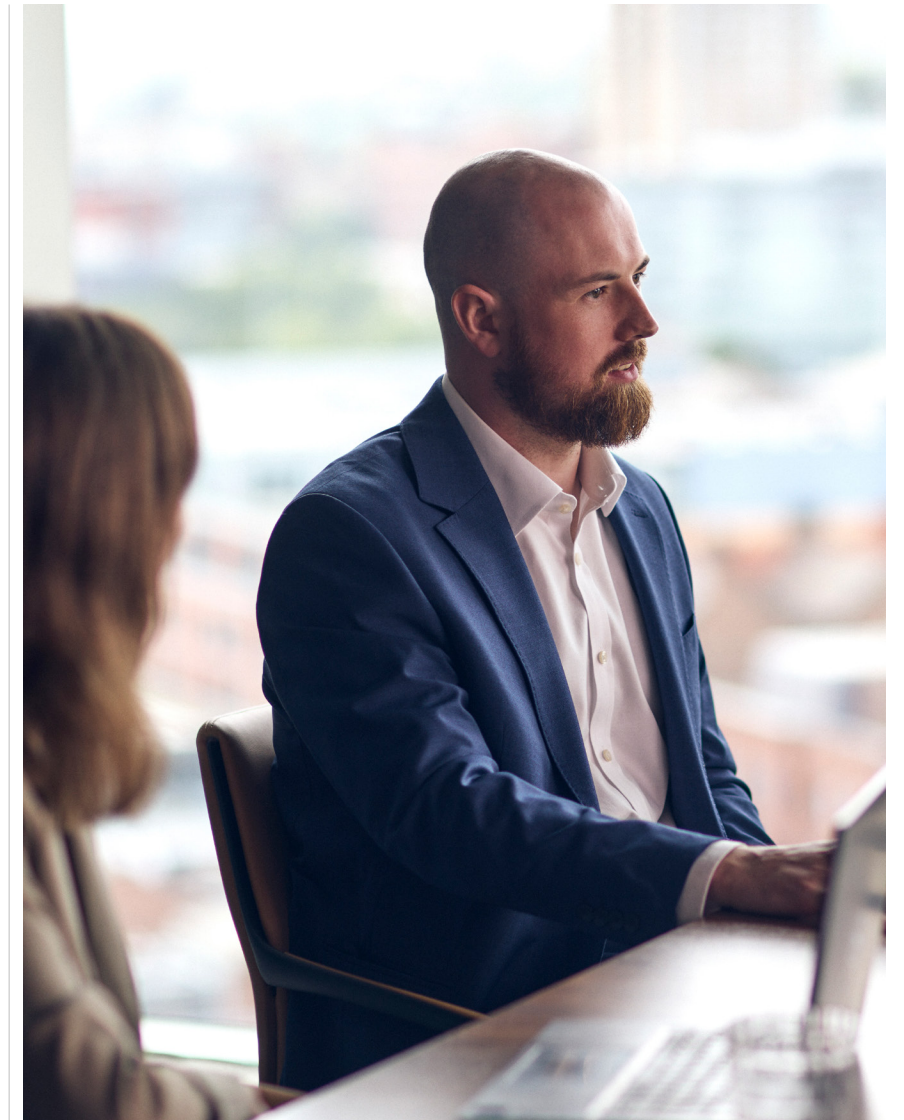
Over FY25, we've continued to embed an understanding of sustainability across the firm. This included enrolling junior lawyers on specialist courses on sustainable finance, delivered by leading institutions such as Oxford and Cambridge universities.

We're also developing a bespoke sustainability education programme, which will be rolled out to staff at all levels across the international firm. The training provides colleagues with a basic grounding in key sustainability concepts alongside practical knowledge: for example, how the climate transition will impact their roles, client businesses, and society and the economy more generally.

Going forward, we plan to develop more specialist sustainability training tailored to the various jurisdictions and practice areas we cover.

**Advancing climate action through pro bono work**

Climate is a key focus of our pro bono work at DLA Piper International. Climate and biodiversity are part of the three pillars of our pro bono practice (alongside equality and good governance, and access to justice). Lawyers throughout the firm work on pro bono projects and matters to support a range of countries and organisations to address the challenges of climate change.





## E1 Climate change continued



From left to right: Riley Athur, Solicitor – Cate Martin, Partner – Honourable, John Muria (Jnr), Solomon Islands Attorney-General – Stephen Webb, Partner – Harj Narulla, Barrister at Doughty Street Chambers and Fellow at the University of Oxford

## Our role in groundbreaking ICJ climate ruling

In 2024, DLA Piper International advised and represented the governments of Solomon Island, Timor-Leste, Tonga and Zambia on a pro bono basis in the International Court of Justice (ICJ) advisory proceedings concerning States' obligations in respect of climate change.

The United Nations General Assembly (UNGA) requested the ICJ to provide an advisory opinion on the obligations of the States, under international law, to protect present and future generations from the effects of climate change. In addition, the UNGA asked the ICJ to consider legal consequences for States which have caused significant negative impacts.

The ICJ proceedings followed last year's climate change advisory opinion before the International Tribunal for the Law of the Sea (ITLOS) on States' obligations to protect the marine environment from the impacts of climate changes. DLA Piper International also supported Timor-Leste in those proceedings.

However on 23 July 2025, the ICJ issued a landmark Advisory Opinion on climate change – and it could reshape the future of international climate law. The ICJ's Opinion has exceeded the expectations of the international legal community who generally anticipated a cautious approach, but the ICJ delivered a comprehensive interpretation of States' legal responsibilities:

- 1. Legal Status and Influence:** The ICJ confirmed its opinion is non-binding but influential, helping shape global climate law and policy.
- 2. Sources of Legal Obligation:** States have climate duties under treaties, customary law, and human rights law, all reinforcing the need for action.
- 3. Interpretation of the Law:** The Court encouraged interpreting laws in ways that support environmental protection and future generations.
- 4. Customary Law and Environmental Harm:** States must prevent significant environmental harm, including regulating emissions from private actors.
- 5. Sea Level Rise and Statehood:** The ICJ recognised threats to island nations and affirmed legal protections for their sovereignty and maritime rights.
- 6. Human Rights and Climate Change:** Climate change affects rights like life and health; States must act to protect people from these harms.
- 7. Fossil fuels and State responsibility:** The Opinion explicitly links insufficient climate action to potential breaches of international law. States are responsible for regulating private sector activities in their jurisdiction.
- 8. State Responsibility:** States can be held liable for failing climate duties and may owe reparations if harm is proven.
- 9. Strategic Implications:** The opinion supports future climate litigation and policy, especially for vulnerable nations.

The ICJ's Opinion is a pivotal moment in the global climate conversation. It reinforces the legal foundations for climate action and opens the door to future accountability. For our firm, it's clear evidence of our commitment to pro bono work, climate justice and the power of law to drive meaningful change.

“This moment will go down as a milestone in our collective efforts to secure climate justice – not just for Solomon Islands, but for vulnerable communities around the world.

To see the Court unanimously adopt the non-refoulement argument under human rights law [– an argument] that we championed... rooted in the lived experiences of our people, is nothing short of historic.

It is deeply moving to know that our submissions, shaped by Pacific realities and grounded in truth, have now helped define international law.”

Hon John Muria Jnr  
Attorney General, Solomon Islands

**E1 Climate change** continued**Supporting Zambia with making oral submissions**

Alongside our work for Small Island Developing States (SIDS), we also supported Zambia with making oral submissions before the ICJ. The landlocked country in Africa has a population of nearly 22 million people and faces climate-related challenges such as drought, flooding and extreme temperatures.

**DLA Piper International at COP**

In 2024, DLA Piper International represented states in the negotiations at all three Conferences of the Parties (COPs) under the Rio Conventions, providing direct support in the Blue Zones.

- At the UNFCCC Climate COP 29 in Baku, the firm advised on technical aspects of carbon market standards and supported Mauritius in climate finance negotiations.
- During the CBD Biodiversity COP 16, held in Cali and Rome, DLA Piper International supported discussions on the implementation of the Global Biodiversity Framework, including legal considerations around resource mobilisation. Included work with delegations from Madagascar, supporting ministerial consultations on resource mobilisation.
- At Desertification COP 16 in Riyadh, the firm worked on legal issues related to land degradation and sustainable land use and supported Madagascar with negotiations.
- These COPs form part of the lead-up to COP 30 in Belém, Brazil, where DLA Piper International will be in attendance and further developments on the integration of climate, biodiversity, and land agendas are expected.

**Supporting Thailand's transition to equitable carbon pricing**

Under UK PACT (Partnering for Accelerated Climate Transitions), we're supporting the development of a fair and effective carbon pricing system in Thailand.

Delivered by a cross-border, multidisciplinary team, our work is helping shape policy frameworks that reflect national priorities and lived realities – ensuring the transition benefits all of society.

# Social

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Cai Cherry  
Associate

“I didn’t have any role models like me when I was studying law, and I will take any opportunity that lets me show anyone with a disability or anyone who is part of the LGBTQ+ community that they are not alone.”



Our people goals and progress FY25

# Committing to making DLA Piper International a great place to work



## Committing to inclusion and positive social impact

### GOALS

40%

of all partners to be female by 2030

50%+

of all future internal partner promotions to come from underrepresented groups

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

### PROGRESS\*

27%

of our partners are female

36%

of partners identify as being from one or more underrepresented groups

76%

of our Business Services population identify as being from one or more underrepresented groups

## Striving to build a workplace where great work and great health go hand in hand

### GOALS

Promote greater wellbeing at work for all by making it easier for people to reach out for help and encourage open discussions

Ensure all our people are supported, work to embed a diverse variety of resources, skills and good health and wellbeing practices

Prevent health and wellbeing issues before they happen

### PROGRESS

204

Speak Ambassadors in 15 countries across 27 offices

## Provide

a range of resources to our people to help manage their wellbeing including Unmind and the International Partner and Employee Assistance Programme (EAP)

## Begin

embedding the Mindful Business Charter more effectively in all aspects of how we do business



## Providing a dynamic learning ecosystem that transforms our people's curiosity into comprehension, capability and beyond

### GOALS

Make learning available and accessible in an intuitive way so our people can improve their knowledge

Improve skills through formal training, reinforcements, support and role-modelling on-the-job

Support behaviours which influence learning, driven through habit building, modelling, reinforcement and rewards

### PROGRESS

Improved

learning experience for our people – maximising the features of our HR system and its user-friendly online learning module

Launched

the DLA Piper International Learning Council to identify and deliver our agreed international learning priorities – including how best to integrate sustainability into ongoing and new training

Launched

the Learning Trailblazers – a new Learning community group made up of volunteers who trial new programmes and services while providing feedback to refine items for launch

\*Percentages of our progress are reflective as of May 2024.

**S1 Own workforce**

# Inclusion and positive social impact

At DLA Piper International (EMEA and Asia Pacific) we remain committed to inclusion and positive social impact. We believe in the power of inclusion and positive social impact and the influence it has on our people, our clients, and the communities where we work. Our underlying principles and values have not changed. We recognise that now more than ever we need to evolve so we can stay focused on the impact that we are committed to making.

**Our approach**

The legal sector continues to work towards greater representation, particularly at senior levels. However, women and professionals from Black, Asian and other ethnic minority backgrounds remain underrepresented in leadership roles such as partnership.

Despite encouraging progress around social mobility, people from lower socio-economic backgrounds still face additional hurdles to entering and progressing within the profession. These challenges often relate to structural barriers such as access to professional networks, financial pressures and traditional pathways into the sector, rather than a lack of ability or ambition.

This matters for our business. Talent is everywhere – and to hire the best people, we need to ensure we’re drawing from the broadest possible talent pool. We also believe that firms who can draw on diverse perspectives and experiences are more innovative, and better equipped to deliver for their clients. This means that increasing representation in our firm is a business and social imperative. We recognise that these external dynamics shape the broader environment in which we operate. At the same time, we remain committed to building a firm-wide, inclusive culture where all our people thrive and our clients recognise us as best in class.





## S1 Own workforce continued

## Our commitments

As a firm, we value accountability and transparency in our inclusion journey as a reflection of our integrity. In March 2021, we set public, ambitious, and measurable goals across EMEA and Asia Pacific:

40%

of all partners to be female by 2030.

As of FY25 27% of partners are female, falling short of our 30% by 2025 target.

At least  
50%

At least half of all future internal partner promotions to come from underrepresented groups.

As of FY25, 36% of partners identify as being from one or more underrepresented groups.\*

76%

of our business services population comes from underrepresented groups.\*

Ensuring our business services population remains inclusive and representative through proactive and targeted recruitment.

\*Underrepresented groups are defined individuals who have voluntarily identified themselves as being female, LGBTQ+, from an ethnic minority background, having one or more disabilities and/or being from a lower socioeconomic background.

These goals are based on our three core principles:

1. **People** – building a culture of belonging and inclusion;
2. **Processes** – creating equity by removing barriers; and
3. **Purpose** – making a positive societal difference for inclusion with our people, our clients and our communities.

Since launching these goals, we've made notable progress, increasing the percentage of women in our partnership from 20% to 27%. While we acknowledge that we have not reached our 2025 goal, we do not want to diminish the significance of this 7% increase, which reflects our ongoing efforts to improve gender representation across the EMEA and Asia Pacific. We remain committed to our stretch goal of 40% female partners across EMEA and Asia Pacific by 2030 and recognise the importance of supporting our talent pipeline to sustain momentum.



## Gender and ethnicity pay gap reporting

We take an evidence-based approach to driving meaningful change in inclusion. In the UK, we use gender and ethnicity pay gap reporting as one of our tools to measure our progress in this area accurately and transparently.

In the UK, our gender pay gap has increased slightly this year, highlighting the ongoing challenge of achieving equal representation in senior, higher-paid roles. However, we are making progress in our median ethnicity pay gap. This has improved significantly compared to last year, demonstrating our continued commitment to a more equitable workplace. For more information, you can view our [UK pay gap report here](#).

In Australia, our pay gap continues to decrease. Our mean total remuneration gender pay gap was lower than the national average and the legal industry average. When comparing like-for-like roles, which we consider a critical measure, our gender pay gap is below 1.5%.

**S1 Own workforce** continued**What we've been doing****Aligning our approach to disability across the international firm**

Across cultures, disability is perceived, defined and discussed in different ways. In 2024, we launched an International Disability Inclusion Action Plan across our EMEA and APAC offices to promote a shared understanding of disability and promote a more aligned approach to the subject across the firm. The plan was developed based on focus groups that gathered insights, feedback and lived experiences from colleagues across the international firm. Action plan progress is monitored through relevant internal KPIs and reported to the firm's Inclusion Council.

The purpose of the plan is to raise awareness of disability issues and promote a more inclusive environment across the firm, while also promoting positive change in wider society (for example, by collaborating with external partners and clients to promote disability inclusion).

The plan has three strategic pillars:

### Educate and raise awareness:

With a focus on improving our understanding of what we mean by disability and neurodiversity, and making disability inclusion a more integral part of the firm's culture.

### Foster an accessible and equitable environment:

Including deepening accountability for disability inclusion, and promoting continuous feedback so that inequities can be identified and addressed sooner.

### Drive positive societal change:

For example, by collaborating with clients and working pro bono to further disability inclusion in society.



**S1 Own workforce** continued**Refreshing our People Networks across EMEA and Asia Pacific (APAC)**

Our People Networks provide a supportive and inclusive community where our people can come together for peer support, to build career skills, and to discuss topics that matter to them. They are open to all employees across our EMEA and APAC offices. These people-led networks champion their communities and offer platforms for everyone to explore and share enriching experiences. This broadens our understanding of each other and maintains our collective success. The networks can and do engage with leadership to raise and discuss issues, helping to drive meaningful change across the firm.

We continually improve and invest in our networks: for example, through leadership programmes, curated education and partnership opportunities. In 2024, we launched a People Network Playbook: a toolkit and pool of resources giving guidance on the role of our networks and how to manage them.

The Playbook supports our people in EMEA and APAC to:

- learn about what our People Networks do;
- reflect on and streamline ways of working within their network;
- seek clarity on the various roles and processes involved in a People Network; and
- learn how to manage a People Network effectively.

Created in collaboration with all our People Networks, members of leadership, HR and other business functions, the Playbook features over 16 guidance documents, templates and pieces of detailed information which all our people can access at any time through our intranet.

**Our EMEA and APAC People Networks in FY25**

Activities, events and highlights over the past year include the following:



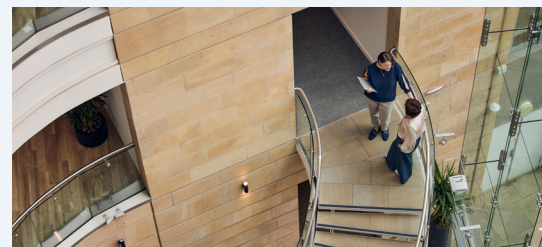
**Mosaic**, our race, ethnicity, culture and faith network, celebrated Black History Month in October 2024 with a vibrant poetry event in collaboration with Bring Your Own Bars. The event highlighted the rich cultural heritage and contributions of the Black community throughout British history.



February 2025 was LGBTQ+ History Month. To mark the occasion, our LGBTQ+ network **Iris** organised a series of virtual tours with Professor Andrew Lear that provided insightful glimpses into the history and achievements of the LGBTQ+ community throughout Paris, India and Japan.



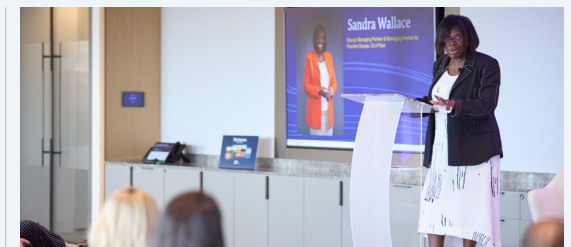
In September 2024, our gender balance network, the **Leadership Alliance for Women (LAW)** brought together leading voices to discuss the challenges and opportunities for women in the legal profession. The discussions took place over a day-long conference at our London office.



Throughout the year, our family and caregivers network **PACT** hosted a series of webinars for educators and parents focusing on Special Educational Needs (SEN) provisions for children.



Enabled, our disability inclusion people network, organised a fireside chat highlighting our recently launched **Disability Inclusion Action Plan**. Discussion topics included the importance of inclusive language and practices in creating an accessible workplace environment. Hosted by our inclusion partner **Business Disability Forum (BDF)**, the discussion was live streamed across the firm.



The **Horizons** steering committee leads also took part in the inaugural event for **SMILE** (social mobility in law executive group), joining representatives from over 20 social mobility networks in the legal sector.

Our Head of Inclusion and Culture Joanne Conway ran online sessions that explored privilege, inclusion and the 'myth of meritocracy'. School outreach sessions were organised, including in Edinburgh, giving information on routes into the legal profession, as well as CV and career skills.

To raise awareness of social mobility issues throughout the firm, Horizons continued to share personal stories through events and communications, including for Social Mobility Awareness Day.



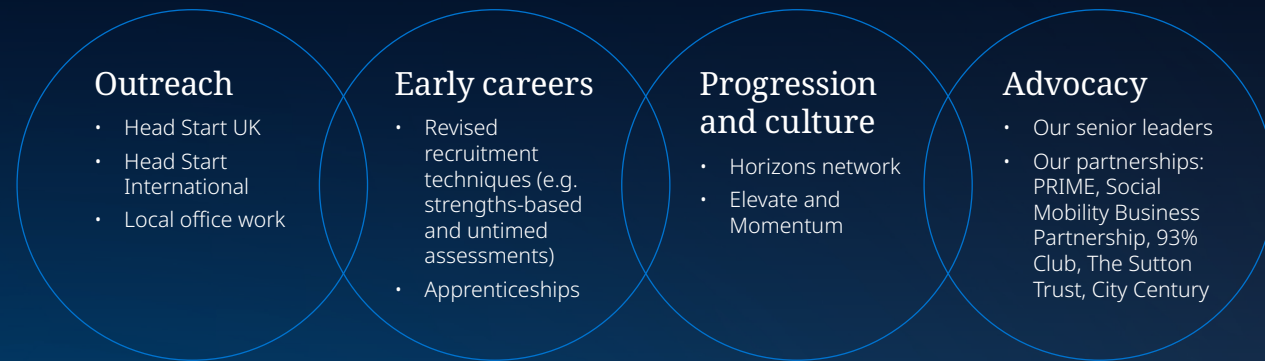


S1 Own workforce continued

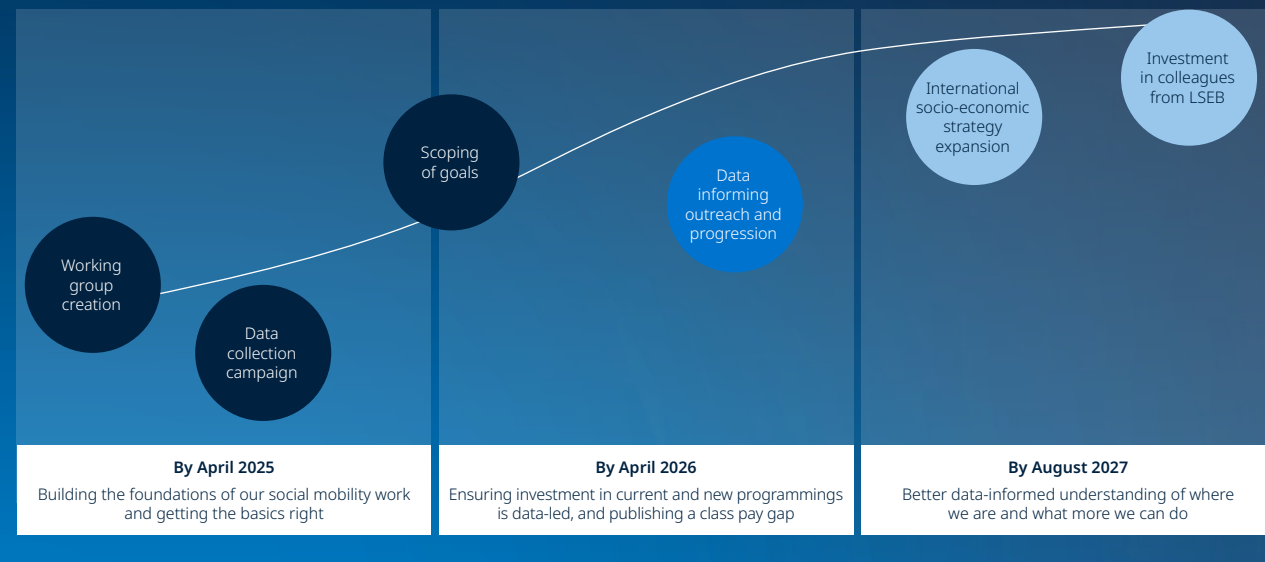
**Promoting social mobility**

**Horizons activities**

Horizons, our social mobility network, developed a social mobility action plan with four key elements:



We're setting out key milestones in the years ahead, as we advance our commitment to driving socio-economic inclusion



**Social Mobility Employer Index ranking**

We again took part in the Social Mobility Employer Index, a UK benchmark that ranks employers based on social mobility. In 2025 we were ranked 10th overall, moving up 17 spots from 27th place in 2024.

**Social mobility in our recruitment**

We continually monitor and improve our recruitment processes to improve representation in our workforce and track the representation of candidates and employees. Following previous work on contextualised recruitment, this year we moved away from carrying out candidate assessments in London-based centres and now host them in regional offices.



“It’s not easy to talk about experiences of coming from a low socio-economic background, growing up on council estates with a single parent and eligible for free school meals. I personally do it because I know it matters – by sharing my stories and lessons learned – I’m aiming to create access, so everyone can use the same information and insights.”

**Joanne Conway**  
Head of Inclusion and Culture



## S1 Own workforce continued

# Health and wellbeing

Happiness, health and wellbeing have far-reaching benefits; not just for ourselves as individuals, but also for our relationships, our clients and our business as a whole. We strive to build a workplace where great work and great health go hand in hand.

**Our approach**

Operating in the legal industry involves complex work, significant client demands, and long working hours which we recognise can make it challenging to prioritise wellbeing. However, we continually explore new and innovative ways of working to reduce existing stressors and strive to support our employees in protecting their own wellbeing and the wellbeing of others.

Our work on improving health and wellbeing also supports our inclusion and positive social impact agenda. There's a growing body of research showing a link between wellbeing and inclusion, with employees from underrepresented groups disproportionately affected by mental ill health and stress. This highlights the need for an aligned, intersectional approach across Inclusion and Health and Wellbeing strategies.

**Workplace safety**

DLA Piper International is a professional services business and with most of our work done in offices, our risk of workplace accidents is relatively low. However, accidents can happen, and we view workplace safety as a high priority alongside mental health and wellbeing.

**Our commitments and memberships**

Our goal is to create an organisation where everyone can thrive. We will deliver exceptional work for our firm and clients, while supporting our own, and others' wellbeing. We can't eliminate all sources of workplace stress, but there are things we can all do to better mitigate, manage, and recover from it.

Our strategy focuses on three key areas, which cover physical, emotional, social, and financial wellbeing:

**Promote greater wellbeing at work for all**

We raise awareness of wellbeing issues to help reduce stigma and make it easier for our people to reach out for help. We encourage open discussions about health and wellbeing in the workplace and have resources and policies in place to support.

**Provide support and care for our colleagues**

To ensure all our people are supported, we work to embed a diverse variety of resources, skills and good health and wellbeing practices throughout our firm.

**Prevent health and wellbeing issues**

As well as providing reactive support, we're committed to preventing health and wellbeing issues before they happen.

In addition, we've committed to the following pledges and memberships:

**Mindful Business Charter:**

DLA Piper International is a signatory 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, embed the principles internally, and drive change across the legal sector.

**Corporate Mental Health Alliance:**

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

**Health and Wellbeing governance**

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

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

We continue to review our governance structure to ensure we are making an impact at a local and international level.





## S1 Own workforce continued

# Making it easy to seek help and support

## What we've been doing

We want to make it as easy as possible for our colleagues to access health and wellbeing support. We offer a wide range of support resources and services tailored to individual needs, and we make colleagues aware of these services from the point of recruitment onwards. We encourage everyone at DLA Piper International to take part in our health and wellbeing programmes and maintain a healthy work-life balance.

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

To help colleagues manage their mental health, we continue to offer access to the mental health platform Unmind. Through our SPEAK Ambassador initiative, we cultivate a safe environment where people feel comfortable about raising mental health concerns.

Alongside our internal resources, colleagues and their families can access external support covering any aspect of health and wellbeing through the International Partner and Employee Assistance Programme (EAP). The service is available at any time by phone, online or through an app.

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

## Supporting our colleagues' mental health

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

### SPEAK Ambassadors

Our SPEAK Ambassador programme trains colleagues to become health and wellbeing ambassadors. Their role is both to raise awareness of health and wellbeing issues and act as a source of support and advice, alongside managers and members of HR. We currently have 204 SPEAK Ambassadors, in 15 countries, across 27 offices.

Last year we broadened the role of our ambassadors so that it covers health and wellbeing generally, rather than focusing solely on mental health. We ensure that all our ambassadors have a good knowledge of health and wellbeing resources available, so they can direct people to the right support when needed. We're also looking at how we can use our SPEAK ambassadors more effectively to champion health and wellbeing issues.

### Unmind

We encourage colleagues to take a proactive approach to managing their own mental health. We continue to offer Unmind, a platform that colleagues can use to assess, understand and improve their mental wellbeing. As well as general advice about mental health, the platform offers tools and resources on a wide range of related topics, from dealing with depression to managing stress and burnout.

## Awareness events

In collaboration with our **EMEA and APAC People Networks**, we continue to run awareness-raising events to promote an aligned and intersectional approach to mental health. In the last year we've listened to people across the firm, as well as external subject matter experts, to gain insights on mental health in the workplace. This included an internal film where a colleague shared their mental health challenges, as well as two internal panel discussions: one focusing on stress and the other on men's mental health.

### Addressing concerns

Where health concerns do arise, we treat each case individually. We encourage anyone experiencing any aspect of mental or physical ill health to discuss it with their manager or HR representative. Depending on the nature of the challenge, we address mental health concerns following the protocol outlined in the firm's International Health and Wellbeing Guidelines. These options include:

- promoting support systems to improve care during times of need, including referral to the firm's Partner and Employee Assistance Programme);
- a referral for external medical advice or treatment; and
- a return-to-work programme facilitated by HR, or an external provider, in cases where a colleague has taken long-term leave.

## Global conflict support

The outbreak of conflicts around the world in recent years has affected many of our colleagues and their families. Last year, we made global conflict support available to our employees on our intranet, including guidance on speaking to children affected by conflict. We also promoted relevant health and wellbeing resources available to employees.

### Fostering a healthy workplace culture

We take a methodical approach to fostering a healthy workplace culture, working on a local level to understand the challenges our people face. Methods include monitoring workloads, ensuring colleagues take advantage of their holiday allocation, and ensuring our bonus system does not encourage long working hours.

### Partner workshop outcomes

During the 2024 UK partner workshops, we heard that partners would value having an independent person to talk to about their wellbeing. In February

2025, we launched a pilot of Unmind Talk to UK partners. This gives partners access to a wide range of fully accredited wellbeing coaches and therapists, all with different specialisms.

### Measuring the effectiveness of our approach

We regularly seek feedback from our colleagues to gauge the effectiveness of our health and wellbeing initiatives and refine our approach. Every other October we conduct our full bi-annual engagement survey, which gives us more detailed insights into our progress around health and wellbeing. Our employee surveys give our leaders, HR team members and stakeholders valuable insights into our health and wellbeing initiatives, and what motivates and engages our people. Before each survey we offer training to our HR team members to ensure they can use the insights effectively in local action planning. After each survey we provide a report to our local leadership and HR leads that outlines their jurisdiction's results.

We'll continue to develop our health and wellbeing infrastructure, including completing Mental Health First Aid (MHFA) training by the end of Q1 FY26. As part of our plans, we will:

- develop our health and wellbeing learning proposition, which will include greater engagement with our SPEAK ambassadors;
- continue to advocate for a change in approach to health and wellbeing across the industry;
- embed the Mindful Business Charter more effectively in all aspects of how we do business; and
- continue to promote health and wellbeing-related events and initiatives, and review our health and wellbeing offering to ensure we're supporting our people in a way that's right for them.

# 204

Speak Ambassadors in

# 15

countries, across

# 27

offices





S1 Own workforce continued

## Early careers

Through apprenticeships in the UK, we're driving change and widening access to the legal profession, providing a pathway for those who face challenges entering through traditional routes.

### Our approach

Apprenticeships offer a vital alternative route into the legal profession, overcoming the social and economic barriers such as the cost of a university education that can restrict access for many people. Apprenticeships are therefore an integral part of our social mobility agenda and our inclusion strategy to bring diverse talent to the firm.

We provide apprenticeships to become qualified solicitors, or to become legal professionals who join our Business Services teams.

According to City Century:

- **500** lawyers will qualify through the apprenticeship route in **five years' time**; and
- at least **100** new partners will have been created by the solicitor apprentice route **by 2040**.

### What we've been doing

We offer three types of apprenticeship:

#### Solicitor Apprenticeships

Our Level 7 Solicitor Apprenticeship Programme launched in 2021. Solicitor apprentices have joined us every year since then, with an intake into Leeds in 2022, London and Birmingham in 2023 and London in 2024. In the past year, our first cohort of solicitor apprentices moved into the fourth year of their six-year journey towards becoming qualified solicitors.

Our next intake of apprentices will be joining us in Manchester in September 2025. Taking this new intake into account, around one in every six employees training to be a solicitor at the firm, in the UK will be an apprentice. We have retained 96% of apprentices who joined us through the programme.

We run the programme in partnership with City Century, a City of London Law Society initiative that connects diverse talent with 50 law firms in the capital. We are one of six law firms invited to form part of City Century's Strategic Delivery Group.

### Social Welfare Solicitors Qualification Fund (SWSQF)

As part of our commitment to advancing social mobility and access to justice, DLA Piper International supports the SWSQF. This initiative plays a vital role in removing financial barriers for aspiring solicitors working in social welfare law, enabling them to qualify through the Solicitors Qualifying Exam (SQE) route. By funding SQE preparation and assessments for individuals already serving disadvantaged communities, the SWSQF aligns with our broader mission to create a more inclusive legal profession. Our support helps ensure that talent and dedication – not financial means – determine who can pursue a legal career, reinforcing our belief that opportunity should be accessible to all, regardless of background.

## 1 in 6

employees training to be a solicitor at the firm in the UK will be an apprentice

## 54

new apprentices

## 93%

retention rate of Business Services apprentices joined



**S1 Own workforce** continued**Law& Apprenticeships**

We introduced Law& Apprenticeships in 2023. Apprentices work towards a Level 6 Project Management apprenticeship. The knowledge and qualifications acquired through the programme are highly valued by our firm, and vital for supporting the performance of our technologies and services.

In August 2025, our second cohort of Law& apprentices will be joining us in the Leeds office to work in our Legal Delivery Centre, Legal Project Management and Legal Technology teams.

**Business Services Apprenticeships**

We've offered apprenticeships in our Property and Workplace group since 2013, with apprentices working across various functions. Over this time, we've welcomed 54 apprentices through the programme.

We currently have 10 Business Services apprentices, with five joining the firm in 2025 (our most recent apprentice joined us in March 2025). This population has a 93% retention rate, and 50% have progressed in their roles to a higher position from when they first started.

**Improving our support for apprentices**

Over the past year we've developed our apprentice pastoral care and safeguarding provision. We offer an excellent learning and development experience for apprentices, focusing on targeted interventions to support their learning journey. We're mindful that each apprentice has unique support needs, and we tailor our support to account for this.

Our solicitor and Law& apprentices have a tailored onboarding programme. In addition to the International Induction for all trainees, they receive bespoke apprentice sessions and a tailored learning pathway. Apprentices also benefit from Apprentice Business Sponsors, who support apprentice development.

In 2023 we introduced a grants programme for apprentices, providing them with funding before they join our teams to align with our social mobility commitments. This helps cover any expenses related to joining the firm, such as the cost of relocation or new work clothes.

**Supporting sustainability learning**

The sustainability transition is reshaping the context in which we work and how businesses operate. We recognise that our clients increasingly need more than advice on compliance; they will need support in identifying and managing sustainability risks in a complex, evolving environment to ensure long-term business resilience. In line with this, we're developing a firm-wide training programme for our people. The training will equip our lawyers at all levels with a strong grounding in the core concepts of sustainability. This includes a clear understanding of climate change, its causes and impacts; the intersection of human and business rights in a commercial context; and an in-depth appreciation of how sustainability

issues influence business risk. Throughout 2026, we will work to deliver sector- and jurisdictional-specific modules which will equip our lawyers to offer targeted, commercially relevant advice that reflects the unique challenges and opportunities our clients are facing. Our aim is to ensure that we are well positioned to help clients navigate this transition and build future-ready, resilient businesses.

The training programme will build on and update our existing training on sustainability. This includes our mandatory new-starter induction, which introduces new joiners to DLA Piper International's climate ambitions. It explains our climate targets, the key actions we're taking to decarbonise our operations, and how they can support these efforts within their roles.

**Carbon Literacy® training**

Carbon Literacy® training equips employees with the knowledge and skills to understand their organisation's carbon footprint and take meaningful action to reduce it.

In 2022, we introduced a Carbon Literacy® Training Programme for our Early Careers populations in the UK and Australia.

During the programme, apprentices and trainees:

- Understand how climate change will affect them and the communities around them
- Gain the knowledge and skills to develop their own responses to lowering their carbon footprint, and the carbon footprint of others
- Gain the confidence to share their Carbon Literacy® in a way that's relevant and relatable.

Following a successful pilot of this training in February 2024, it was rolled out to all UK trainees and apprentices at the firm.

In June 2024, we introduced Carbon Literacy® training within our summer internship, delivered in partnership with the Speak Carbon Collective. More than 100 interns took part in this training.

**Sustainable recruitment**

Since 2023, the firm has been a signatory of the Sustainable Recruitment Alliance: an alliance of organisations aspiring to take a more sustainable approach to recruiting early careers talent. In April 2024, the firm co-hosted a webinar with the alliance for early careers suppliers, employers and universities titled 'Protecting tomorrow for everyone: embedding sustainability into early careers at DLA Piper International'.

**S1 Own workforce** continued

# Nurturing talent

DLA Piper International is a team of more than 7,000 talented people, and we want every one of our colleagues to make the most of that talent. We're committed to fostering a supportive, nurturing culture where everyone can perform at their best, and grow as individuals and professionals, and succeed in their careers.

**Our approach**

Our goal is to develop an inclusive and high-performance culture where all of our colleagues can be at their best and deliver sustainable business outcomes for our firm.

We know that supporting our colleagues' career growth leads to greater engagement, fulfilment and performance. At the same time, the role of lawyers is evolving quickly as new technologies emerge and sustainability and issues become increasingly important for clients.

We provide learning opportunities to equip our people with the skills and knowledge they need to support our clients and succeed professionally, now and in the future.

Nurturing our talent goes beyond benefiting our firm; it also has a positive impact on society. By equipping our people with transferable, future-proofed skills, we can contribute to financial security, economic stability, and a more equitable society.

**Our commitments**

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

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

**Learning and development (L&D) principles**

At DLA Piper International, knowledge is our most powerful asset. Success in law isn't just about what our people know today, but how quickly they can learn and adapt tomorrow.

We provide a dynamic learning ecosystem that transforms our people's curiosity into comprehension, capability and beyond, enabling them to:

- stay ahead of industry shifts, from AI innovation to emerging legal landscapes;
- unlock their potential through targeted, relevant skill development;
- create a network of shared insights across our team;
- confidently tackle complex challenges and deliver exceptional value to our clients;
- build their reputation as a thought leaders and go-to experts; and
- continuously evolve our firm's collective intelligence.

**L&D governance**

We have a collaborative governance structure for L&D currently led by our International Learning Council. Our L&D strategy is overseen by a coalition of three key internal groups: our L&D Trailblazers, our Learning Council and our Executive. Each group has specific functions and roles.

By bringing together representation across our many support functions, including our Knowledge, Finance and IT teams, we are now more able to provide a joined-up oversight of learning and development at DLA Piper International. By working together on prioritisation, investment projects and improvement activity, we're accelerating our transformation of learning across our firm.

The Learning Council continuously engages with employees and partners in our international firm through the L&D Trailblazers, ensuring that any activity is fit for purpose. With active sponsorship from the Executive, we are ensuring strategic alignment of learning and development to our firm's investments in people.

In recognition of the importance of sustainability as a strategic priority for our firm, the Learning Council includes specific representation on sustainability considerations throughout our approach to developing our people.

**S1 Own workforce** continued**What we've been doing****Evolving our L&D strategy**

Learning and development at DLA Piper International needs to be accessible and impactful. This means having joined up, high-quality resources that support individuals and teams as well as drive better business outcomes.

As a result, we have evolved our strategy to focus on:

- **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.



We've also invested in a new Learning community group we call the Learning Trailblazers. The group is made up of volunteers who trial new programmes and services and give feedback and suggestions for improvement, so initiatives can be refined before launch. Our Learning Trailblazers' community reflects the scale and variety of perspectives in our firm, representing various regions, roles and levels.

**Harnessing learning technologies**

We're continuing to leverage our investments in Learning and HR technology to enable learning at DLA Piper International. Our HR system, and its user-friendly online learning module, has allowed us to improve the learning experience over the last year. The system:

- allows managers to tailor learning to individuals' goals and track learning progress;
- makes it easy to request and provide feedback;
- helps our people find international learning opportunities; and
- facilitates blended learning, offering on-demand online learning combined with in-person events suited to individual learning needs.

**Measuring our effectiveness**

As a responsible employer, we strive to understand the experiences of our people and what brings most value to their professional lives. This involves regularly asking our people for feedback through annual surveys, and using that feedback to improve how we do things.

Over the past 12 months, survey feedback has helped inform the firm's learning and development strategic priorities.

We'll use the feedback to:

- create a learning proposition that clarifies which learning resources are available for our employees and partners at different stages of their career;
- use insight on how our employees best learn to inform our content and design principles; and
- evolve our approach to our international development programmes to support individuals at key career transitions.

**Priorities for the future**

The Learning Council has identified actions to prioritise over the coming 12-to-18 months. These include:

- upgrading the 'user interface' of our new learning management system to better engage our learners;
- introducing an external strategic learning and development partner to enable best-in-class design and development of learning resources; and
- introducing a new business skills curriculum to support all employees internationally.

Additional priorities will include assessing the firm's current learning ecosystem to develop an integrated international learning curriculum. We will prioritise working cross-functionally and collaborating on key L&D focus areas.



Societal impact goals and progress FY25

# DLA Piper International contributes to society by investing in communities



## Understanding and managing the social impact of our supply chain

### GOALS

Increase visibility of our supply chain on social-related topics

Create more robust due diligence systems on suppliers on human rights issues

Encourage our people to be responsible with our suppliers such as spotting signs of modern slavery and considering suppliers like small and medium-sized enterprises. Further equip our supplier relationship owners to manage topics such as modern slavery, greater inclusion of local SMEs, social enterprises and minority-owned businesses

### PROGRESS

## Participants

on the UN Global Compact's Business and Human Rights 'Accelerator' – to develop a feasible action plan to identify and mitigate salient issues in our supply chain

2<sup>nd</sup>

edition of our Sustainability Engagement Programme for our suppliers launched – in which questions about human rights issues were included for the first time

85%

of our people in Business Services engaged in our modern slavery training in relation to our procurement and supply chain

## Supporting a more accessible legal profession

### GOALS

Improve opportunities for aspiring lawyers from lower socio-economic backgrounds and other underrepresented groups

Build the legal capacity in developing and least developed countries by improving opportunities for local aspiring lawyers



### PROGRESS

160+

young people across four countries provided with financial aid – worth a combined GBP70,000+ – to pursue a career in law through Head Start

46

young people from across 14 developing or least developed countries provided with financial aid – worth a combined GBP340,500+ – to pursue a career in law through our Global Scholarship Programme

360

of our people contributed their time – approximately 2,000+ hours – to help aspiring lawyers with their professional goals through mentoring and career guidance

New programmes launched to help aspiring female lawyers fulfil their potential and build the legal capacity in Kenya, Nigeria and Uganda



## Contributing to our communities for the greater good of society

### GOALS

Support our communities by helping local people, particularly those from underrepresented or marginalised backgrounds, develop skills necessary to prosper

Raise awareness of different career paths to help local people, particularly those from underrepresented or marginalised backgrounds, with their employability prospects

Encourage our people to contribute to charitable causes by volunteering their skills and fundraising for charitable efforts

### PROGRESS

New

programme planned to improve the literacy of children in one of Birmingham's most deprived wards as part of our social value commitments

New

Stretch Reconciliation Action Plan (RAP) published in Australia to support Aboriginal and Torres Strait Islander peoples – through initiatives to improve their employability and entrepreneurial prospects

GBP617,000+

contributed to not-for-profit organisations – from our firm and our people's efforts – to support a range of causes\*

\*This figure includes 48,827 from The DLA Piper Charitable Trust, an independent charity and separate entity from DLA Piper International, which matches fundraising efforts of our UK people.





## S2 Workers in the value chain

# Our supply chain

DLA Piper International depends on suppliers around the world. The way our suppliers operate affects both our social and environmental footprint. To improve our overall sustainability performance, it's important that we choose the right suppliers – and work with them in a responsible way. Our broader value chain affects our footprint. We are interested to learn how we can better track and manage our footprint including on social-related topics. Our approach will be informed by our third-party Corporate Sustainability Due Diligence Directive (CSDDD) gap analysis.



## Our approach

Our suppliers provide us with a range of goods and services, including consultancy, accountancy, office equipment and furniture, insurance, software and hardware. Some are the employers of our subcontractors, who work in our offices to make them safe, clean and welcoming for our people and guests.

As a professional services firm, our risk of forced labour and other modern slavery issues in our supply chain is low compared to other types of businesses. However, we know that some of our suppliers source from countries where there is a higher risk of these issues. Mitigating these risks with appropriate systems is critical to our supply chain sustainability.

Our value chain has a social and economic impact such as, for example, where our suppliers pay their workers an appropriate wage and provide opportunities to people belonging to marginalised groups. Exploring these types of impacts can help us contribute more meaningfully to society.

We review our [Sustainable Procurement Policy](#) and [Supplier Code of Conduct](#) annually, in consultation with our key stakeholders.

## What we've been doing

### Business & Human Rights Accelerator: moving from commitment to action

At the start of 2025, we joined the Business & Human Rights Accelerator: a six-month programme helping companies develop an effective due diligence process for human and labour rights in line with the UN Guiding Principles. The programme is led by the [UN Global Compact](#) in collaboration with human rights experts at [Shift](#). The UN Global Compact Network UK deliver the programme at the local level, with support from management consultancy [twentyfifty](#).

The Accelerator is a unique opportunity to learn good practices from these organisations and other participating businesses. At the end of the six-month programme, we'll submit an action plan influenced from our participation. While some actions are still being decided, we will use learnings from the programme to conduct our next risk assessment of our supply chain and integrate these into our due diligence.

### Improving our capacity to identify modern slavery risks

To help our people identify modern slavery risks, we require those in certain roles to complete modern slavery training at least every two years. We have two modern slavery training modules:

- **Raise Your Awareness:** for all our people in Businesses Services who may influence our choice of suppliers
- **Practical Steps for Procurement:** for those who manage relationships with our key suppliers

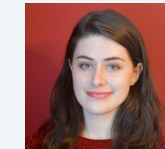
Although our risk of modern slavery is relatively low, it is important to avoid complacency and ensure our people can spot risks when they do arise. To achieve this, we're currently tailoring our modern slavery training modules to make them more specific and relevant to people's roles. This includes integrating scenarios and examples from research, including ones that address the misconception that modern slavery doesn't exist in developed countries.

Separately we're also developing two online resources for our people in Australia and the UK respectively. These resources will provide information about modern slavery and its nuances in each country, drawing on research from knowledgeable charitable organisations.

Widening socio-economic inequality in Australia and the UK is increasing the risk of modern slavery in both countries, particularly for people belonging to minority groups. For example, in the UK, refugees and asylum seekers are at increased risk of exploitation due to social isolation, lack of access to basic resources and employment opportunities, and insecure immigration status.<sup>5</sup>

## Committing to the UN's sustainable business initiative

We've [participated in the UN Global Compact](#) since 2013. We report on our progress each year in accordance with its Ten Principles, including those related to labour and human rights.



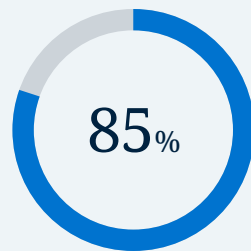
**“The Business & Human Rights Accelerator is designed to help companies translate their human rights commitments into practical action. By building capacity to identify risks and embed due diligence into core business processes, participants are better placed to drive meaningful change and build resilience across their operations and supply chains.”**

**Cora Edwards**  
Senior Project Manager – Social Sustainability, UN Global Compact UK

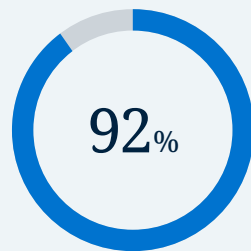


S2 Workers in the value chain continued

Modern Slavery Trainings<sup>6</sup>



of assigned people who completed Modern Slavery: Raise Your Awareness<sup>7</sup>



of assigned people who completed Modern Slavery: Practical Steps for Procurement<sup>8</sup>

6 Completion rates reflect those who completed the training in FY24 and FY25 – as the assigned people are required to complete the training at least once every two years

7 All business services employees

8 Procurement employees and key supplier relationship owners

Annual statements on modern slavery

We publish **annual statements** on the steps we're taking in Australia and the UK to reduce the risk of modern slavery and human trafficking in our direct operations and supply chain.

New programme to support supplier relationship owners

We're looking into developing a programme for supplier relationship owners to improve their understanding of our Supplier Code of Conduct – allowing them to have a better knowledge of our standards and expectations when engaging with suppliers and renewing contracts. The Supplier Code of Conduct covers modern slavery topics such as forced labour and child labour, as well as a broader range of human rights topics.

Sustainability engagement programme: better understanding our supply chain

For the second consecutive year, we rolled out our sustainability engagement programme – a survey of our top 75% suppliers by spend on their sustainability performance. This is separate to any due diligence the supplier undertakes as part of our onboarding process. The survey focused on questions about climate impact and included new questions about human rights and modern slavery.

The programme gives us an insight of our suppliers' performance in relation to these topics. However, we recognise we need to increase participation among suppliers and engage some in a more tailored and proportionate way. We plan to address these challenges as part of an upcoming project to improve our onboarding process and supplier engagement platform.

Improving how we measure and manage sustainability in our supply chain

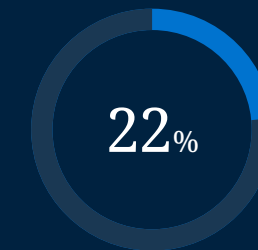
We're currently improving our procurement process and supplier engagement platform, with our Procurement and Responsible Business teams collaborating to address our sustainability needs. The changes will significantly improve how we engage and assess our suppliers, including on topics related to sustainability.

The updated platform will help us conduct more proportionate due diligence on human rights and modern slavery issues, dependent on each supplier's level of risk. This will be based on our supply chain risk assessment, which is part of our action plan developed through the Business and Human Rights Accelerator led by the UN Global Compact.

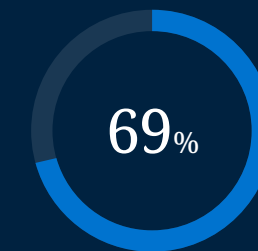
We also want to better understand the social and economic impact our suppliers have on people and communities. Where feasible, we encourage our people to consider small and medium-sized enterprises (SMEs), social enterprises and minority-owned businesses when selecting suppliers. While we already have some knowledge of where businesses such as these exist in our supply chain, we will tailor the platform in a way that captures insights about these suppliers more comprehensively.

We're aiming to launch a pilot of the platform in the new financial year.

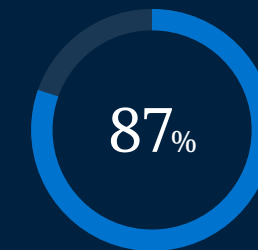
Sustainability Engagement Programme – Human Rights



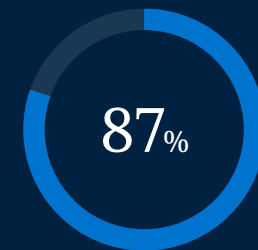
of involved suppliers which responded to the programme



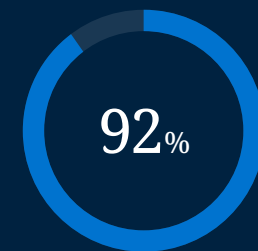
of involved suppliers which responded with a Human Rights Policy



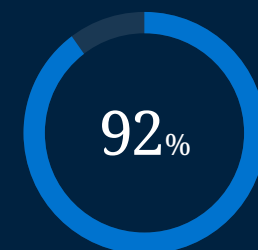
of involved suppliers which responded with a (mandatory or voluntary) modern slavery statement



of involved suppliers which responded with an appropriate system to identify salient human rights risks



of involved suppliers which responded with an appropriate policy and process(es) to effectively manage salient human rights risks



of involved suppliers which responded with an appropriate system in place to ensure there is no use of child labour

**S2 Workers in the value chain** continued**Supporting the living wage movement**

As the cost-of-living crisis continues, it's becoming ever more challenging for some people to access necessities like food, housing, water and energy. By paying the living wage, an hourly rate designed to cover the cost of essentials, employers can make a real difference to employees' financial stability and wellbeing.

**United Kingdom**

Since 2016 we've been accredited by the **Living Wage Foundation** in the UK. This recognises businesses and organisations which voluntarily pay their employees a real living wage, and ensures their subcontractors who meet a frequency clause also earn a living wage from their employers.

As a law firm with a workforce of highly skilled individuals, our employees are not at risk of receiving a salary below the real living wage. However, our third-party subcontractors who support our offices and operations – in roles including security, maintenance, catering and cleaning – could be at risk.

We liaise annually with our third parties to assess wage levels among subcontractors. In FY25, we received confirmation that our subcontractors continue to earn the real living wage.

<sup>9</sup> The living wage in Ireland and Hong Kong is calculated by Living Wage Technical Group and Oxfam Hong Kong, respectively

<sup>10</sup> Joseph Rowntree Foundation: UK Poverty 2025

**Ireland and Hong Kong**

We've learned that our employees and subcontractors earn the living wage in Ireland and Hong Kong, respectively. We're now confirming this with the relevant bodies which calculate the local rates and form part of the Global Living Wage Network.<sup>9</sup>

**The real living wage presents a risk and an opportunity**

In 2024, 4.5 million jobs were paid below the real living wage across the country. This is 800,000 more than the previous year.

If a quarter of these jobs paid the real living wage, it could increase the domestic economy by GBP1.2 billion.<sup>10</sup>

**Aligning our work placements to the real living wage**

In 2026, we will also begin paying students on work placements at our firm as part of our Head Start programme the real living wage. For more information about Head Start, please see page 44.

**1 in 5**

**One in five people** in the UK (roughly **14.3 million** people) are in poverty, according to a recent study.<sup>10</sup>

**“It’s fantastic to see a leading organisation commit to fair pay for their direct employees and also take responsibility for the wider community of workers who support their operations, such as third-party subcontractors.”**

**Katherine Chapman**  
*Director, Living Wage Foundation*

**Engaging students with more career opportunities**

**Ahead Partnership** is an organisation running careers and skills activities to help young people fulfil their potential. We've been working with the organisation for more than ten years to promote a broader range of roles in the legal industry.

Over this time, we've engaged students in schools across West Yorkshire and West Midlands, connecting them with professionals in roles such as project management, information technology and administration. These connections give students a valuable insight into career paths and day-to-day responsibilities related to these roles.

We completed a three-year programme, re-engaging the same 20 students in activities mirroring the construction of our newly opened office in Leeds. Through the project, students engaged with our people, clients and local businesses, including some involved in the design and construction of our building. As well as raising awareness of different roles, the project helped 91% of students develop teamwork, 80% develop their confidence and 78% develop problem-solving skills, as well as the green skills useful for a career in sustainability.



## S3 Affected communities

## Investing in our communities

DLA Piper International engages with communities across the world and we continue to explore our impacts. We aim to focus our efforts on issues, such as reducing social and economic inequalities where we feel we can make a difference.

## Our approach

Addressing social inequality is one area where law firms have an important role to play. In particular, firms can do more to improve representation in the legal sector. We collaborate with not-for-profit organisations to support aspiring lawyers, particularly those from underrepresented groups, with their professional goals. Our flagship programmes, Head Start and our Global Scholarship Programme, are designed to empower individuals and provide the legal sector with new talent to thrive.

Additionally, we contribute soft skills to other projects to help people who face systemic challenges in society.

**50% of wards in Birmingham make up the top 10% of areas in need of literacy in England.<sup>11</sup>**

We've agreed to support the delivery of a literacy programme run by **Chapter One** for students at a primary school in Lozells, Birmingham, which is considered one of the city's most deprived wards.

Through the programme, the students will have weekly, 30-minute online sessions to improve their reading skills. We will recruit volunteers from our firm to provide one-to-one support as reading mentors.

## What we've been doing

## Creating social value for communities

We're committed to creating social value to support the Public Services (Social Value) Act 2012 (applicable in England and Wales) – which encourages the public sector to consider the social, economic and environmental benefits for communities as part of the commissioning process.

This provides us with an opportunity to deliver value in communities where we operate and are involved – in addition to our existing community investment and pro bono work.

We're refreshing our approach to social value – exploring new initiatives, tools, resources and governance processes to streamline our ways of working and engage our people to contribute to greater effect.

**“We know that giving children the right support, at the right time, can transform their futures. Through our programme, alongside developing their reading skills, the children gain confidence, feel inspired, and discover that reading can be enjoyable. That sustained, one-to-one relationship with their volunteer makes all the difference.”**

**Emma Bell**  
Chief Executive Officer, Chapter One

## Widening access to the legal sector through Head Start

Talent is everywhere, but opportunity is not. People from some demographics and communities still face challenges in accessing the legal profession. Head Start – a flagship community investment programme to help aspiring lawyers who may face these challenges – has run for a number of years in countries including the United Kingdom and Kenya.

## United Kingdom

In the UK, the percentage of lawyers from lower socio-economic backgrounds decreased from 21% in 2015 to 18% in 2023.<sup>12</sup> In FY25, Head Start engaged 133 aspiring lawyers, known as Scholars, from six cities across the country. This has been made possible with our community partners including **The Sutton Trust, PRIME Commitment and Social Mobility Business Partnership.**

Through the programme, Scholars received financial aid to help cover the costs of a legal education. The programme also provided Scholars with opportunities to engage with professionals from our firm, often at our offices, while completing their education. Our people volunteered to provide one-to-one mentoring and skills-building workshops, as well as help in specific areas like developing presentations and prepping for interviews.

Head Start helps Scholars fulfil their ambitions for any career in law, whether it's working for a not-for-profit organisation or as an in-house lawyer for another type of business. In some instances, Scholars apply for roles at our firm. We now have three of the programme's alumni employed at our firm – two as trainee solicitors and one as a solicitor apprentice. A further seven will join us as trainee solicitors in the next two years.

## Social mobility amongst our people

For more about what we're doing to address social mobility in our own workforce, see pages 32 and 33.

<sup>11</sup> Chapter One

<sup>12</sup> Solicitors Regulation Authority

## 133 Scholars in 6 cities across the UK

We've contributed a combined GBP55,000+ to 133 Scholars to pursue a career in law – with our 240 volunteers giving more than 1,000+ hours to deliver relevant content as part of the programme.

We've contributed

GBP **55,000**

to 133 Scholars to pursue a career in law





**S3 Affected communities** continued

*Kenya*

Youth unemployment is a challenge in Kenya. While the overall unemployment rate is 12.7%, the rate for those between the ages of 15 and 34 is 67%.<sup>13</sup>

In FY25, 26 young people engaged in a local version of Head Start, delivered in partnership with DLA Piper Africa, Kenya (IKM Advocates)<sup>14</sup> and **Tanari Trust**. The Scholars received financial aid to attend university, providing access to an education necessary to become a legal or business services professional in Kenya.

As part of the initiative, Scholars worked with mentors and tutors from DLA Piper Africa, Kenya (IKM Advocates). They also attended Head Start Africa Academy – a two-week training programme in Sagana, 59.5 miles away from the country’s capital Nairobi. The training developed a range of skills including leadership and public speaking.

As well as helping Scholars fulfil their professional aspirations and potential, we believe that developing the next generation of lawyers and business services professionals in Kenya plays a role in supporting the country’s legal capacity and economic growth.

**“The programme has ignited my passion for law and equipped me with the tools and network needed to thrive in the legal field.”**

*Kelsey Scholar*

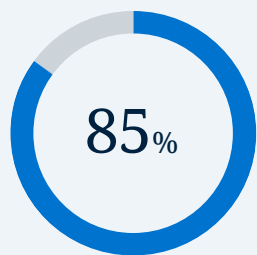
**Combined Financial Aid to Scholars**

More than GBP30,000 provided to 26 Kenya Scholars to pursue an education for a career in law.

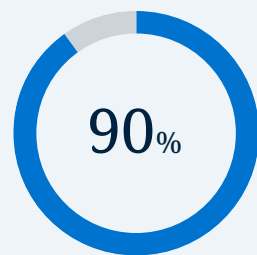
**A new programme for aspiring female lawyers in Africa**

In March 2025, we launched a new programme to help aspiring female lawyers in Africa fulfil their ambitions and build legal capacity in their native countries. We’ve recruited 23 mentors – including 11 from Standard Chartered Bank – to mentor women in Kenya, Nigeria and Uganda. Mentoring focuses on areas such as developing strategic career planning skills and improving confidence.

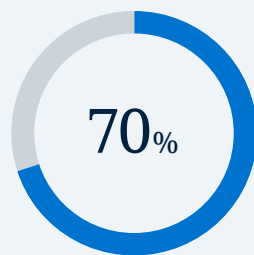
**Head Start (Kenya) – Feedback**



of Scholars assessed reporting significant improvements in employability, leadership activities and public speaking



of Scholars assessed reporting developed or improved skills such as writing and research



of Scholars assessed who experienced a positive change in quality of life



<sup>13</sup> Federation of Kenya Employers

<sup>14</sup> A member of DLA Piper Africa which is a Swiss Verein of independent law firms working with DLA Piper



S3 Affected communities continued

**Global Scholarship Programme  
Empowering a new generation  
of lawyers around the world**

The rule of law plays a key role in creating sustainable livelihoods, eradicating poverty and providing access to justice.<sup>15</sup> This cannot be taken for granted as the rule of law is declining in most countries.<sup>16</sup>

Since 2017, we have run our Global Scholarship Programme which sponsors roughly 50 aspiring lawyers from least developed or developing countries each year. The programme helps candidates – known as Fellows – to become lawyers in their home countries, increasing the domestic capacity for a stronger rule of law in the process.

Each Fellow receives financial aid to pursue an education necessary for a career in law in their native country.

In addition, the Fellows have access to mentoring, tutoring and legal training delivered voluntarily by our people.

Fellows attend two days of in-person legal workshops at our London headquarters and a two-day leadership training course at University of Oxford led in partnership with **Saïd Business School**. The rest of the programme is mostly delivered online.

In a 2024 impact assessment conducted by **Tshikululu Social Investments Management Services Pty**, stakeholders gave the programme a satisfaction score of 91% – a 1% increase from the previous year.

79% of Cohort 5 Fellows are currently employed, actively promoting the rule of law through their work in law firms, NGOs, and government institutions, while 8% are pursuing further studies.

In 2025, three Fellows from our fifth cohort took part in internships at our firm’s offices in Paris, Hong Kong and Dubai respectively – allowing them to gain hands-on experience at a leading global law firm.

“Being a mentor has been a pleasure. My mentee is tremendously enthusiastic for his career and aspiration to becoming a human rights advocate in his home country.”

**Sean Cope**  
Legal Director,  
DLA Piper International,  
United Arab Emirates

“The Global Scholarship Programme has given me indispensable guidance and support. It has had a profound impact on both my professional development and educational journey.”

**Aji Jankey Senghore**  
Fellow, The Gambia

<sup>15</sup> Rule of Law and Development – United Nations and the Rule of Law

<sup>16</sup> What is the Rule of Law? | World Justice Project



GSP 2024  
Fellows from  
cohort 5

**Our Global Scholarship Programme in numbers**

Fellows have received a combined GBP330,000 from DLA Piper International to help their education – along with mentorship, sponsorship and access to trainings.



We’ve contributed  
**GBP 330,000**  
to 46 Fellows across the globe

**S3 Affected communities** continued**Engaging with Aboriginal and Torres Strait Islander communities (Australia)**

Around 30% of Indigenous households in Australia are experiencing income poverty. As a firm with an established presence in the country, we recognise our responsibility to help First Nations people access economic opportunities and help them to resolve their legal issues, especially those that prevent them from fully participating in society.

In Australia, we support Indigenous communities through our Reconciliation Action Plan (RAP). This recognises the role of Aboriginal and Torres Strait Islander peoples as custodians of the land where we operate and commits us to contributing to projects that support these communities.

We published our new Stretch RAP setting out our refreshed commitments until 2027.

***Bilya Boorn Scholarship***

We're supporting the **Bilya Boorn Scholarship** to provide funds to support the education of Aboriginal and Torres Strait Islander legal students. Through the Scholarship, the students will gain access to mentoring and learning opportunities in commercial law delivered by volunteers from several firms. We're helping to sponsor two students through the initiative.

We believe sponsorship programmes like this can play an important role in increasing the representation of Aboriginal and Torres Strait Islander lawyers in Australia.

The Bilya Boorn Scholarship was established in 2024 and is a joint initiative of a number of major WA commercial law firms to provide Scholarships for Aboriginal and Torres Strait Islander students to study law at a Western Australian university.

***CareerTrackers***

We've been part of **CareerTrackers** – a programme that supports First Nations university students – for more than a decade. As part of the programme, the students are connected with multi-year paid internships at partner organisations with the aim to transitioning into full-time employment upon graduation. Over the past decade, we have provided internship experiences to 21 students who collectively completed 44 placements at our firm.

***National Aboriginal Sporting Chance Academy (NASCA)***

We're partnering with the **National Aboriginal Sporting Chance Academy (NASCA)** to develop workshops helping young entrepreneurs from Indigenous backgrounds aged 14-17. The workshops focus on how to use social media to market their business ideas, as well as explaining new online safeguarding laws.

**“As a proud CareerTrackers Employee partner since 2014, the firm has welcomed a total of 14 First Nations interns, helping to break down barriers for Aboriginal and Torres Strait Islander graduates to the legal profession. This initiative not only fosters inclusivity but also endeavours to shape the leaders of tomorrow who will, undoubtedly, inspire more young Aboriginal and Torres Strait Islander talents to pursue legal careers.”**

**Karen Mundine**  
*Chief Executive Officer, Reconciliation Australia*

**Tent Refugee Women Mentorship Programme – Feedback****Helping refugee women find meaningful employment (United Kingdom)**

In the UK, refugee women are more than half as likely to be unemployed than native-born women.<sup>17</sup> To address this issue, we now partner with **Tent UK** – a network of over 80 major companies that are committed to supporting refugee labour market integration – to deliver the Tent Mentorship Programme for Refugee Women.

The programme provides mentees with career guidance and professional development. In the first cohort, 30 mentees from across London, Birmingham, Leeds, Edinburgh, Bristol, Glasgow, Newcastle, Leicester and Sheffield were matched with mentors, who work in different roles in our firm.

The mentees met with their mentors one-to-one throughout a four-to-six-month period. During the sessions, mentees received tailored support with areas such as writing a CV, job applications and interview preparation.

The feedback from the participants, along with observations from Tent and our team of project coordinators, has led to some recommendations for future cohorts. These include considering more flexible meeting arrangements for the one-to-ones.

**“I appreciate how open I can be with my mentor about my goals and timelines, and the ability to ask questions that matter to me. Despite his busy schedule, he consistently conducts online sessions and continues to support me in between calls, providing feedback and useful advice.”**

**Mentee**  
*Tent Refugee Women Mentorship Programme*

**“I want to express my heartfelt thanks for all the support and advice my mentor has given me! It has been incredibly helpful and motivating. She is such a kind and considerate person, and I deeply appreciate all her assistance.”**

**Mentee**  
*Tent Refugee Women Mentorship Programme*



S3 Affected communities continued

**Making it easier to donate to charity (United Kingdom)**

In a challenging economic climate, more people are relying on charities in the UK – but at the same time, donations to charities have decreased.<sup>18</sup>

In FY25, we introduced a new Payroll Giving scheme to help our people donate to charities more easily and in a way that suits them. With our new provider, **Charities Trust**, our people can build funds in a personal account (known as a 'My Giving Account'). They can then either donate the funds to different charities over time, or directly to a charity of their choice, or both.

The donations are deducted directly from our people's salaries, making it a tax-efficient way to give. This makes the scheme ideal for monthly donations, with little or no admin required. The scheme has received positive feedback from those who registered.

At the end of FY25, less than 1% of our people were signed up to the scheme and donated a combined GBP57,000+. We think we can do better and we want the number of sign-ups to increase. Going forward, we'll promote the scheme with resources provided from Charities Trust. We'll also make the scheme more visible to our people on our upcoming Benefits platform.

**Charitable Giving (FY25) – Breakdown**

Payroll Giving is one of the ways our firm and our people provide financial aid to not-for-profit organisations.

**GBP559,000+**

Total funds donated to charities and other not-for-profit organisations

**GBP48,000+**

Total funds matched by The DLA Piper Charitable Trust<sup>19</sup> (UK)

“Having a way to give through Payroll Giving makes me feel a little happier; and happier people tend to perform better, so it’s been a win-win. I consider this an easy way to contribute to people and society.”

**Neill Morley**  
Senior IT Learning and Performance Manager,  
DLA Piper International, United Kingdom

<sup>18</sup> Charity Commission for England and Wales

<sup>19</sup> The DLA Piper Charitable Trust is an independent charity and separate entity from DLA Piper International





**S3 Affected communities** continued

# Promoting a strong pro bono culture

DLA Piper International promotes a strong pro bono culture to help individuals and communities around the world. We encourage all our lawyers to contribute to a minimum number of pro bono hours each year. This is between 25 hours and 65 hours, depending on their region.

Our pro bono strategy focuses on where our legal expertise is most needed, and is linked closely to the UN Sustainable Development Goals (SDGs). It consists of three strands:

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

## We work with five types of pro bono clients:

1. Individuals who can't afford a lawyer or access legal aid
2. Non-governmental and not-for-profit organisations such as associations, charities and foundations
3. UN agencies
4. Social entrepreneurs
5. Least developed, or (in some cases) developing countries

The rule of law plays a key role in achieving sustainability goals. Working pro bono therefore equips our lawyers with expertise and insights that are becoming increasingly critical to the profession.

This section covers pro bono projects involving DLA Piper International unless stated otherwise. Please see **New Perimeter** for projects delivered as part of the non-profit affiliate with DLA Piper LLP (US).



## Recognised for our contribution

### England and Wales

More than a hundred of our people across Birmingham, Leeds, Liverpool, London, Manchester and Sheffield were named in the **Pro Bono Recognition List (England and Wales)** in 2025. The list recognises lawyers who undertook 25 or more hours of pro bono work during the year.



"Being recognised is incredibly meaningful to me. Pro bono work has always been a core personal value throughout my journey as a lawyer – I've experienced firsthand how life-changing access to justice and support can be. I'm proud to contribute to initiatives that demonstrate the legal profession's ability to advance equity and drive sustainable impact."

**Suman Khurana**  
Associate, DLA Piper International, United Kingdom

### Hong Kong

We have been named Distinguished Pro Bono Law Firm by the **Law Society of Hong Kong** in the Pro Bono and Community Work Recognition Programme 2024. Amongst our contributions include encouraging pro bono amongst in-house lawyers by developing A Guide for In-House Counsel in collaboration with Association of Corporate Counsel in Hong Kong. 26 of our people were also recognised for their individual contributions.



"The success of our pro bono practice depends on strong partnerships with civil society organisations. Together, we develop innovative and practical legal solutions for the Hong Kong community. Our colleagues' commitment to making a meaningful impact is another cornerstone of our pro bono efforts."

**Aaron Chan**  
Associate, DLA Piper International, Hong Kong



Pro bono goals and progress FY25

# Making a positive impact through our pro bono work

## Environment and nature

### GOALS

Advancing sustainable and climate-friendly practices

Conserving wildlife and biodiversity

Supporting a just transition to a low-carbon future



# 114,000+

pro bono hours contributed internationally

### PROGRESS

# 20 million

green jobs are expected by 2030. We're helping bridge the green skills gap by supporting the Coalition for Green Skills, which connects refugees in first-asylum countries with training and employment in high-demand green sectors

## Historic ICJ

climate advisory proceedings – we represented three Small Island Developing States (Solomon Islands, Timor-Leste, and Tonga) and Zambia pro bono, providing legal advice that helped shape the Court's influential opinion on States' obligations regarding climate change

## COP 2024

We advised states at all three Rio Convention COPs, supporting carbon markets, climate finance, biodiversity, and land use negotiations, particularly with Mauritius and Madagascar, and will attend COP 30 in Brazil



## Access to justice

### GOALS

Assisting refugees, displaced people and stateless individuals

Promoting racial and gender equality

Addressing gender-based violence

### PROGRESS

# 19,000+

pro bono hours between 2022 and 2024, our lawyers contributed 19,000+ hours valued at GBP7 million to UNHCR, the UN Refugee Agency. In 2025, we renewed our partnership for another three years

## Unlocking

basic rights through birth registration, working with Births, Deaths and Marriages registries, we've helped 50+ Australians access services by securing birth certificates

## Advocating

with Her Rights Initiative, to launch strategic litigation in support of 85 HIV+ South African women sterilised without their consent – seeking justice, compensation, and systemic change

## Equality and good governance

### GOALS

Championing civil society and human rights defenders

Fostering good governance

Supporting economic advancement of developing countries



### PROGRESS

# UNHCR's

Rights Mapping and Analysis Platform (RiMAP) provides data on laws affecting forcibly displaced people. Our lawyers contributed by mapping legislation in 33 countries and developed refugee data protection standards, supporting stronger international alignment and access to rights

## Landmark

A.R.E v. Greece litigation for the Greek Council for Refugees (GCR) resulted in a European Court of Human Rights judgment in favour of the applicant, with 21 lawyers dedicating 224 hours in FY25 alone

# 180+ lawyers

have delivered practical training seminars to women lawyers in Nepal since 2015, as part of a collaboration with Canadian-based organisation Women Lawyers Joining Hands, the Nepal Bar Association, and the United Nations Development Programme

### S3 Affected communities continued

#### Tackling forced displacement with UNHCR, the UN Refugee Agency

The number of forcibly displaced people has almost doubled over the past decade.<sup>20</sup> UNHCR, the UN Refugee Agency, plays a critical role in addressing this issue.

In 2025 the firm agreed to renew our partnership with UNHCR for another three years and build on the impactful work already being delivered by working together. The partnership focused on developing innovative responses to the global refugee crisis, enhancing refugee integration and advocating for systemic change. The partnership was recognised for the Legal Partnership Award at the **Third Sector** Business Charity Awards in May 2025.

## 19,000+ pro bono hours

Between 2022 and 2024, our lawyers contributed 19,000+ hours valued at GBP7 million.

## 123m

More than 123 million people worldwide were forcibly displaced as of June 2024.<sup>20</sup>

#### Award-winning partnership

In May 2025, our partnership was recognised for the Legal Partnership Award at the Third Sector Business Charity Awards.



“DLA Piper International has provided excellent support on a range of issues like delivering impactful and meaningful research, contributing expertise through seconding three experienced lawyers and extending their reach through convening support from the in-house legal teams of their clients.”

Lance Bartholomeusz  
General Counsel and Head of Legal Affairs Service,  
UNHCR, the UN Refugee Agency

“During my secondment with UNHCR’s Division of International Protection, I gained invaluable insights from colleagues whose technical expertise, deep knowledge, and unwavering commitment were truly inspiring. I came to appreciate how significantly states, civil society organisations, the judiciary, and policymakers rely on UNHCR for authoritative guidance and interpretation of refugee law.”

Margaux Bia  
Legal Director, DLA Piper International, Belgium

<sup>20</sup> UNHCR, the UN Refugee Agency



S3 Affected communities continued

**Helping refugees in climate-vulnerable communities**

The climate crisis is a societal challenge as well as an environmental one. Forcibly displaced people are more likely to experience the effects of climate change, with 75% of these people living in countries with high-to-extreme exposure to hazards.<sup>21</sup>

At the 2023 Global Refugee Forum in Geneva, we pledged to support the Refugee Environmental Protection (REP) Fund. Launched by UNHCR, the innovative financing mechanism invests in the reforestation and development of clean cooking in refugee situations in climate-vulnerable communities.

We're a founding corporate partner of the Refugee Environmental Protection (REP) Fund, contributing GBP300,000 in financial aid. We're also providing pro bono support to UNHCR on its procurement process and tender requirements for the REP Fund, having previously helped with the tax implications and carbon credit revenue models.

“Working with the UNHCR has given me the opportunity to connect with colleagues around the world and witness the real-world impact of our work on global humanitarian issues. I’ve had the privilege of holding a variety of roles across different projects and look forward to continuing to support the UNHCR’s vital work through future projects.”

**Laurie Telfer**  
Paralegal, DLA Piper International, UK



<sup>21</sup> UNHCR, the UN Refugee Agency: No Escape – On the frontlines of Climate Change, Conflict and Forced Displacement

**Highlighting the impact of climate change on forced displacement**

In November 2024, we attended the 2024 United Nations Climate Change Conference, commonly referred to as COP 29, in Baku alongside UNHCR.

At the conference, we championed investments in sustainable infrastructure projects, such as renewable energy solutions and clean cooking programmes, to enhance the resilience of refugee and host communities. We also called for innovative financing and private sector funding to address the growing number of people forcibly displaced by climate change.

This marks the second consecutive year we've championed these issues alongside UNHCR, following similar calls at COP 28 in Dubai.

**A platform for stronger international standards**

In June 2025, UNHCR launched the **Rights Mapping and Analysis Platform (RiMAP)** – a digital platform providing information about laws and policies related to the rights of forcibly displaced people. Our lawyers contributed to the project by mapping out legislation across 33 countries, while also developing the data protection and privacy right category for refugees.

UNHCR will use RiMAP to access national law and policy processes – ensuring domestic legislation is aligned to international standards to improve refugees’ access to rights.



**Fundraising activities**

Throughout our partnership with UNHCR and its national charity partner, UK for UNHCR, we've contributed GBP520,000+ including through these fundraisers.

28

In Tasmania, 28 of our people from Australia and New Zealand took part in a sponsored trek covering the 48-kilometre Three Capes Track.

15

In the UK, 15 of our people raised money by taking on the London to Brighton cycle challenge.

“I’d recently got into hiking and felt like the Tasmania trek could be the next challenge for me. The added benefit was I could raise funds for UNHCR, and that became a real driving force. The trip was absolutely incredible; the scenery, the people, the guides. I met colleagues from other offices who I may never have crossed paths with otherwise, and who I’m still regularly in touch with now. It’s something I’ll remember for years to come.”

**Imogen Stott**  
Document Production Technician, DLA Piper International, Australia

### S3 Affected communities continued

#### Addressing the green skills gap (Europe)

Tackling the climate crisis requires specialist skills. But in today's job market, demand for green skills is outpacing supply.

To help address the talent shortage, we've been providing pro bono legal support to The Coalition for Green Skills Pathways. Convened by **Talent Beyond Boundaries**, this multi-country initiative is developing the investment case for larger scale programmes to connect refugees in countries of first asylum with safe pathways, via training and employment opportunities in sectors with a high demand for green skills.

The initiative delivers social and environmental benefits, with refugees gaining access to valuable job opportunities, while using their skills to contribute to a more sustainable future.

## 20 million

Around 20 million new green jobs are expected to emerge by 2030.<sup>22</sup>

<sup>22</sup> Talent Beyond Boundaries

<sup>23</sup> UNHCR, the UN Refugee Agency

#### Know Your Rights: supporting forcibly displaced people

The law plays a crucial role in protecting forcibly displaced people, yet many people lack awareness of their legal rights. In 2017, to improve access to justice, we set up Know Your Rights, a flagship programme to support forcibly displaced people learn about their legal rights in the countries where they now live.

Awmaima Amrayaf, a UK-based refugee from Libya and Senior Impact Advisor at our firm, was instrumental in starting the programme when noticing the need to help those seeking refuge and asylum. The programme now has a global reach tailored to each country's local contexts and legal systems.

In Ireland, we deliver Know Your Rights in partnership with the **Irish Refugee Council**. This year we launched the fourth edition of the programme, engaging 600 people. We also created an eight-week internship for participants to provide valuable work experience.

The programme's focus on building the employability of forcibly displaced people is key to their integration into society. This can also have positive impacts on the country's economy. For example, in Poland – a country where we deliver Know Your Rights – it's estimated that refugees from Ukraine have contributed between 0.7% and 1.1% to the Gross Domestic Product (GDP) in 2023.<sup>23</sup>



“The internship helped me to understand my rights and my responsibilities and give me confidence in making my decisions, in my career and my life.”

Viorika Zakhovavko  
Know Your Rights intern, Ireland

**S3 Affected communities** continued**Providing justice in a landmark asylum case**

In 2019, we assisted the **Greek Council for Refugees (GCR)** in drafting the landmark *A.R.E. v. Greece* case. The case related to an asylum seeker who had entered Greece after facing political persecution in Turkey, but was informally arrested and detained by authorities without being given the opportunity to lodge an asylum claim. She was informally and forcibly returned to Turkey, where she was again arrested and faced further political persecution.

The European Court of Human Rights found the treatment of the individual by Greek authorities violated several articles in the European Convention of Human Rights, accepted the systematic practice of pushbacks by the Greek authorities of third-country nationals from the Evros region to Turkey and also that the Greek judicial authorities failed to conduct an effective criminal investigation. The successful litigation has provided justice for the applicant, confirmed that pushbacks at the Greek borders constitute a systematic practice and increased the likelihood that Greek judicial authorities will effectively investigate other relevant complaints.

**Greek Council for Refugees (GCR): An ongoing relationship**

Our involvement in the *A.R.E. v. Greece* case is part of our broader contributions to the work of the GCR – a relationship that has spanned more than five years to date. Since 2019, we've assisted with more than 45 applications in relation to various human rights violations, including family reunification and the informal forced return of asylum seekers to Turkey. In FY25 alone, 21 of our lawyers dedicated 224 hours to GCR.

**Promoting practical legal skills and pro bono to law students (Vietnam)<sup>24</sup>**

In Vietnam, income disparity prevents many Vietnamese people from accessing high-quality legal services. There's also growing recognition that the legal profession has an important role to play in working with law schools to help develop legal education and promote the rule of law and access to justice in the country.

In September 2024, we collaborated with **BABSEACLE** and the **Foreign Trade University** to deliver our Asia-

Pacific Legal Futures Program to 26 law students from five universities in Hanoi, Vietnam. Covering topics such as access to justice, the rule of law, pro bono work and client interviewing, the course provides the country's next generation of lawyers with the strong legal skills necessary to prepare them to support their pro bono clients in future.

The overwhelmingly positive feedback has encouraged us to run the course again in Vietnam. We're also looking into rolling it out to other countries in Southeast Asia.



<sup>24</sup> Delivered as part of New Perimeter

<sup>25</sup> New Perimeter – International Training of Women Lawyers in Nepal: A case study

**Helping female lawyers develop their skills (Nepal)<sup>25</sup>**

In Nepal, female lawyers make up approximately 12% of the practising lawyers in the country. This underrepresentation can lead to a lack of support for women in the profession.<sup>25</sup>

To help female lawyers in the South Asia country, we've established a longstanding programme in collaboration with Women Lawyers Joining Hands, the **Nepal Bar Association** and the **United Nations Development Programme**.

The programme provides practical training seminars to female lawyers in the country – covering topics including legal ethics, the professional obligation of lawyers, corporate and commercial law, intellectual property and technology, arbitration, mediation and negotiations, and trial advocacy.

Having launched in 2015, we recently reached the 10-year anniversary of the programme, in which time we have engaged more than 180 female lawyers. The programme also provides mentorships and assists women with building their professional networks with trainers from around the world.

### S3 Affected communities continued



## Sarah's story

Sarah (not her real name), a First Nations woman in her 50s, had never known her birth parents and had no knowledge of the circumstances of her birth other than she was born in Queensland. Sarah tried for more than 20 years to register her own birth without success. This left her unable to gain employment, marry or travel overseas with her children.

We corresponded extensively with the Queensland Births, Deaths and Marriages registry on Sarah's case. However, despite its best efforts, the registry was unable to register her birth, given the limited evidence. Supported by Tom Ritchie of counsel, we sought an order from the district court of Queensland. The application was successful. The Queensland registry then registered Sarah's birth and issued her first-ever birth certificate.

For more real-life examples and further information of this work, please see the [Australian Pro Bono Centre](#).

### Unlocking basic rights through birth registration (Australia)

In Australia, 96% of births are registered. Among the 4% of Australians whose births are not registered, there is overrepresentation of Aboriginal and Torres Strait Islander children, children in out-of-home care, children born in remote locations and children from culturally and linguistically diverse backgrounds.

People who have not had their birth registered face major hurdles accessing basic rights, social services and legal protections. In Australia, we've been working to address the problem, guiding people with complex circumstances through the birth registration process and helping them access essential services.

Having seen firsthand the complexities in the registration process, we realised there was an urgent need for a national clinic to help people obtain birth certificates. Since setting up the DLA Piper Birth Certificate Clinic in 2018, we've helped more than 50 people obtain birth certificates, working closely with Births, Deaths and Marriages (BDM) registries. Building these relationships with BDM has also led to us advising on improvements to policies and procedures to respond to the needs of vulnerable clients.

“Finding the right person to talk to and help in the beginning was really hard. I also needed help in completing the registration form and getting the documents together to support my application. It feels good to have my birth certificate now. I can do more things and apply for housing.”

#### Client

*DLA Piper International Birth Certificate Clinic*



**S3 Affected communities** continued**Advocating for the rights of women sterilised against their will (South Africa)**

Forced or coercive sterilisation is a violation of human rights. The **World Health Organization (WHO)** has called for the practice of involuntary sterilisation to be eliminated. However, in South Africa, some women are sterilised without their consent, causing long-term negative health impacts and emotional distress.

Working with the national advocacy organisation Her Rights Initiative (HRI), we've been supporting 89 HIV positive women who were sterilised in public hospitals across the country against their will. We're preparing strategic litigation for these women to help them seek compensation, and to secure policy changes to safeguard more women from being sterilised against their will.

**Assisting domestic abuse survivors not eligible for legal aid (England)**

Domestic abuse is a complicated issue which can affect anyone from any background. It can take many different forms including physical, sexual, psychological and emotional abuse, as well as other forms such as coercive or controlling behaviour, economic abuse and violent or threatening behaviour.

As a result of cuts to legal aid, legal protection orders are very difficult to obtain for many people. Often, the possibility of facing their abuser in court deters survivors from seeking legal assistance at all. These survivors risk returning to relationships in which their health, safety and wellbeing come under threat.

The **Domestic Abuse Responsible Alliance (DARA)** is a multi-law firm initiative to support survivors of domestic abuse in England. As one of the member firms which comprise DARA, we continue to provide end-to-end pro bono assistance to survivors who are not eligible for legal aid but cannot afford private representation, from taking instructions and drafting non-molestation order applications, to representing them in court.

In the last year, we helped five clients obtain a Non-Molestation Order (NMO) to protect themselves against their abuser. We also helped a further two clients issue warning letters to their abusers.



**“I volunteer to support victims of domestic violence via DARA as it is an opportunity to support a cause that I feel strongly about and also be able to develop my legal skills (as an added bonus). On multiple occasions, the Courts have successfully granted a Non-Molestation Order (NMO) against violent individuals which has protected our clients and allowed them to start a life without fear of abuse.”**

**Zoë Stainton**  
Associate, DLA Piper International,  
United Kingdom

**Supporting undocumented children apply for citizenship for a better future (United Kingdom)**

An estimated 215,000 children are living in the UK undocumented – meaning they lack access to the necessary paperwork to prove they are British citizens. Many of these children have lived in the UK for all or most of their lives.<sup>26</sup>

Without citizenship, these children are more prone to poverty and social exclusion. Undocumented children face major hurdles in accessing education, housing, healthcare and employment. In some cases, they even face the risk of being separated from their family and deported to an unfamiliar country.

Applying for citizenship can be challenging and overwhelming. To help children in this position, we continue to support **Kids in Need of Defense (KIND) UK** to run four clinics across the country – in Birmingham, Edinburgh, London and Manchester – with the supervision of an immigration expert.

At these clinics, we help families gather evidence and guide them through the application process to register their children, which can often be highly complex. In the instance of an application form being declined, we help the families learn of any available rights of appeal.

In the first quarter of 2025, we took on four referrals from KIND UK in collaboration with lawyers at NatWest. We plan to increase the number of referrals throughout the year. We have a 99% success rate on cases with an outcome. In 2024, our work led to 22 children gaining British citizenship.

<sup>26</sup> Greater London Authority



# Governance

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Michael Pretty  
 Director of Regulatory Affairs



“The success of our firm rests on the trust our clients, our business partners and our people place in us. To meet our professional obligations, maintain that trust and uphold our reputation, it’s essential that we always act ethically and with integrity.”



## G1 Governance

### Business conduct

Trust and professionalism are core to our business. We're upholding our commitment to acting with accountability and integrity by maintaining robust governance systems, policies, and procedures that align with the expectations of our stakeholders.

### How we manage sustainability

#### Governance structure and accountability

##### *DLA Piper International Board (International Board)*

Sustainability is a DLA Piper International Board-level issue. Our International Board is responsible for approving the firm-wide sustainability strategy, which includes our carbon reduction and EMEA and Asia Pacific Inclusion goals. The International 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 International Board and International Executive receives twice-yearly updates on DLA Piper International's progress against our Net Zero and near-term carbon reduction targets. The International Board also engages in discussions and makes decisions about DLA Piper International's climate transition planning, the embedding of climate risks and opportunities into our risk management and other business processes.

##### *DLA Piper International Executive (International Executive)*

DLA Piper's International Executive Committee is responsible for the day-to-day management of DLA Piper International. The International Managing Partner reports to the International Board on insights from engagement and consultation with various stakeholders, including our people, partners, clients and suppliers.

The International Managing Partner is responsible for DLA Piper International's sustainability strategy, and is supported by the Managing Director, Sustainability.

The International Executive receives regular reports on our sustainability performance from the Managing Director Sustainability, and the Chief Operating Officer.

The MD Sustainability is responsible for coordinating and intensifying the firm's actions across sustainability, including our sustainability business strategy, and is supported by the firm's Sustainability Steering Committee.

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



**G1 Governance** continued**DLA Piper International's Sustainability Steering Committee (International Sustainability Committee)**

The International Sustainability Steering Committee is the primary governance body at the firm on sustainability. Although currently undergoing a strategic refresh, it will report to the Managing Director, Sustainability and provides an advisory, facilitating and coordinating role to the International Managing Partner and the International Executive, who are in turn accountable to the International Board for our sustainability performance. A range of other working groups and sub-committees support the International Executive and the International Board. These include:

**International's Inclusion and Positive Social Impact Council** – responsible for DLA Piper International's inclusion and positive social impact governance and management. The Council reports directly to the International Executive and the International Board, where inclusion is a standing agenda item. Chaired by our Managing Partner, the Council also includes representatives from our practice groups, sector groups, business services teams, partner sponsors from each of our employee networks (such as Enabled, our Disability Inclusion network) our HR Director, Head of Talent and Inclusion, and Head of Inclusion and Culture.

**International's Health and Wellbeing Steering Committee** – oversees our health and wellbeing strategy. It is made up of leaders from across DLA Piper International who meet regularly to review progress and discuss health and wellbeing strategy implementation. The Chair of the Committee is a senior partner and holds a seat at the International's Inclusion and Positive Social Impact Council to ensure our health and wellbeing strategy aligns with our EMEA and Asia Pacific Inclusion strategy.

**International's Learning Council** – acts as the governance arm for DLA Piper International's learning and development strategy and works closely with our International Executive to engage with employees and partners on learning prioritisation and improvement.

**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.

Each of our offices contribute to meeting our International 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 DLA Piper International's environmental objectives.

Each office has an Environmental Lead, who develops and maintains their office-level sustainability plan, oversees environmental data gathering and data quality, and updates their OMP on their office's sustainability priorities and performance. In some offices, Environmental Leads are supported by eMission 2030 champions, whose role is to help engage colleagues locally on environmental issues.

**Safety, Health, Environment (SHE) 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 International's sustainable and responsible procurement goals. The Working Group feeds into the Procurement Action Committee and IECC and reports into the COO.

**International Double Materiality Assessment (DMA) Steering Group** – a temporary steering group responsible for overseeing DLA Piper International's DMA process. The Group has members at the partner and Managing Director level. It reports to the Sustainability Steering Committee, which in turn reports to the International Executive.

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

**G1 Governance** continued**Driving change through robust sustainability risk management**

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

**Identifying sustainability risks**

Sustainability risks are integral to our comprehensive risk management framework. We have established robust mechanisms to identify, assess and mitigate sustainability risks across all levels of the organisation.

**Sustainability risk**

Sustainability risk is one of the International Executive-level principal risks for DLA Piper International. This encompasses potential risks associated with our continued commitment to operate in an environmentally sustainable, socially responsible, and economically resilient way.

**Sustainability impact assessment criteria**

We employ a comprehensive impact assessment framework in all risk evaluations. Sustainability criteria are integral to our five risk thresholds: immaterial, minor, moderate, major and critical.

This involves looking at sustainability risk from three different contexts:

- **Strategic priority:** Impact assessment of how sustainability risks could impact our medium- or long-term objectives, our goals, vision or purpose.
- **Legal and regulatory:** The impact of failing to comply with applicable laws and regulations, binding licence conditions and standards, and the effectiveness of internal controls to minimise non-compliance.
- **Brand and reputation:** The impact to the perception, representation, and positioning of the brand in relation to expectations on sustainability.

By integrating these criteria into our risk assessments, we identify and mitigate sustainability risks in a holistic way. This helps us uphold our commitments as a responsible and sustainable organisation.

**Key sustainability policies and guidelines**

Relevant International policies guide our actions on sustainability and responsible business. We review these policies regularly to ensure they are fit for purpose and reflect our evolving approach to sustainability. Our key sustainability policies are available on our website.

**Key DLA Piper International policies relevant to sustainability:****Environmental Sustainability Policy:**

commits DLA Piper International 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 International to continuously improve 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.

**Human Rights and Modern Slavery Policy:**

makes explicit our commitment to the United Nations Guiding Principles on Business and Human Rights, supported by the International Bar Association. This policy also confirms our commitment to respect and support international human rights and, in particular, to the International Bill of Rights and the International Labour Organization's Declaration on the Fundamental Principles and Rights at Work.

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

**Whistleblowing Policy:** provides individuals with a confidential mechanism for disclosing suspicions or knowledge of possible impropriety to protect DLA Piper International, its brand, people and clients by providing an early warning about possible wrongdoing. This includes matters on modern slavery.

**Incident Reporting Policy:** provides individuals with a mechanism for reporting breaches of DLA Piper International policies and procedures, errors, acts or omissions which result in a breach of legal or regulatory obligations of individuals or DLA Piper International. Our people have an obligation to report such incidents promptly and honestly when identified.

**Anti-Bribery and Corruption (ABC) Policy:** sets out the firm's ABC rules and what is expected of our people. We expect equivalent standards of conduct from third-party service providers in all dealings on our behalf.

**Anti-Facilitation of Tax Evasion Policy:**

sets out our commitment that it will not engage in tax evasion or the facilitation of tax evasion. It also clarifies the role and responsibility our people have in preventing tax evasion and its facilitation. We expect our suppliers to adopt the same standard of conduct when acting on our behalf.

**International Inclusion Guidelines:** encourages our people to value representation, 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, religion or belief. Our Guidelines are further supported by country-level policies.

**Supporting frameworks:**

**World Economic Forum (WEF) Stakeholder Capitalism Metrics:** We have responded to the WEF Stakeholder Capitalism Metrics.

**UN Global Compact (UNGC):** We reference our performance against key UN Global Compact targets.

**Global Reporting Initiative (GRI):** Where possible we strive to align to the GRI reporting standards index, although there are some gaps.

**Sustainability Accounting Standards Board (SASB):** We also report against the SASB standards for Professional and Commercial Services (version 2023-12).

Please see our data pack for the above metrics and indices.

Our reporting is also influenced by our priority third-party assessments, including CDP, EcoVadis and Lamp House.





G1 Governance continued

**Being a trusted and ethical partner to our clients**

**Ethical protection and use of data**

We're entrusted with highly sensitive and confidential information every day. In the 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.

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.

We continue to mature our privacy management framework and audit our offices' compliance with relevant privacy laws. We report findings to our Executive and Board to ensure accountability.

**What we've been working on in the last year**

- We launched a new mandatory e-learning course which focuses on practical examples to assist in understanding of compliance issues. The training supplements our foundation privacy and data protection course.
- We rolled out Artificial Intelligence (AI) training to our colleagues covering the risks of using AI tools, and how to use data responsibly when working with these tools. We continue to provide training on the AI systems we implement.
- We put in place an AI Steering Committee to oversee the responsible use of AI within our firm.
- Our Data Governance team is working with our IT and Privacy teams to enhance our data standards and raise digital awareness within the 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.

**Professional integrity**

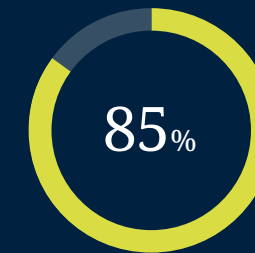
The success of our firm rests on the trust our clients, our business partners and our people place in us. To maintain that trust and uphold our reputation, it's essential that we always act ethically and with integrity. As regulated professionals, we are bound to mandatory codes of ethics and conduct, have a zero-tolerance approach to legal and regulatory breaches, and have policies and processes in place to promote compliance with key legal and regulatory requirements. This includes conflicts of interest, preventing bribery, corruption and money laundering, and ensuring fair practices. We also extend integrity standards to our supply chain through our Supplier Code of Conduct which sets out standards and expectations for our suppliers relating to environmental management, social responsibility issues and ethics.

Annually, we ask our people to review our key policies and confirm their understanding and compliance. This includes policies on Anti-Money Laundering, Anti-Bribery and Corruption, Whistleblowing and Ethics. In addition, all DLA Piper International people are required to complete refresher Anti-Bribery and Corruption training, and Anti-Money Laundering training.

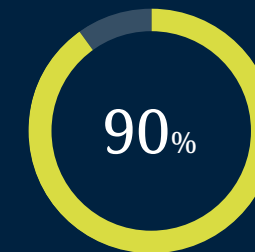
Providing supervision plays a key role in ensuring our work is carried out is carried out correctly, ethically and in line with legal standards. Supervision training is offered to all new fee earners, and is also available for all our people.



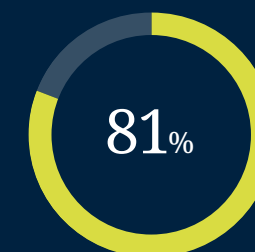
**Are we on track?**



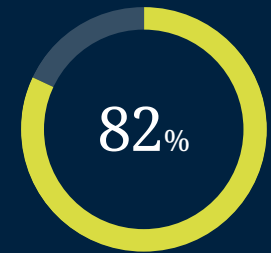
of our people who have completed our mandatory Anti-Bribery and Corruption training



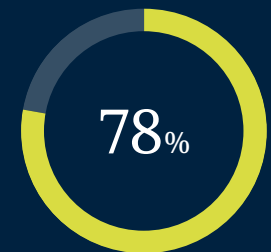
of our people who have completed our mandatory Privacy and Data Protection training



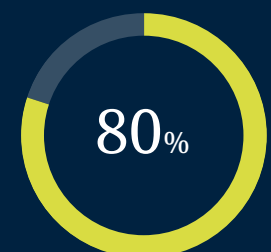
of our people who have completed Whistleblowing training where this has been rolled out



of our people who have completed our mandatory Anti-Money Laundering training



of our people who have completed our Anti-Facilitation of Tax Evasion training



of our people who have completed our Generative AI Guidance training

**G1 Governance** continued**What we've been doing**

- To comply with local whistleblowing requirements, we relaunched our whistleblowing policy and procedure in our DLA Piper International offices outside of the UK and EU. In addition, mandatory training has been implemented in both Asia and South Africa.
- We implemented a horizon scanning system to provide advance alerts on legal and regulatory developments that affect DLA Piper International as a professional business.
- We reviewed our approach to fraud and have developed a coordinated fraud policy.
- In the next 12 months, we will continue with the relaunch of the whistleblowing policy and procedure and will be rolling out mandatory training across our remaining DLA Piper International offices.
- We will continue to monitor and review legislation to ensure our policies, processes and controls are effective, and to provide training that supports understanding and compliance. This includes the Economic Crime and Corporate Transparency Act, which takes effect on 1 September 2025 and introduces a new corporate offence: failure to prevent fraud.

**Stakeholder dialogue**

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

Ongoing stakeholder engagement works 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.

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

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

Over the past few years, our stakeholder engagement has become more complex. The world of sustainability and how it's reported is changing. To manage the risks of inconsistency, and integrate feedback from different stakeholders and different geographies, we recognise that we must continue to develop and improve how we engage stakeholders.

Our forthcoming Double Materiality Assessment (outlined earlier in the report) will be an important step in advancing this.



## Further information

We welcome feedback on our reporting and performance. Please email [responsiblebusiness@dlapiper.com](mailto: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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*MD - Sustainability*



**Ian Hagg**  
*Director of Responsible Business*



**Chris Webb**  
*Senior Sustainability Manager*

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