

DLA PIPER INTERNATIONAL

Net Zero Deep Dive 2024

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

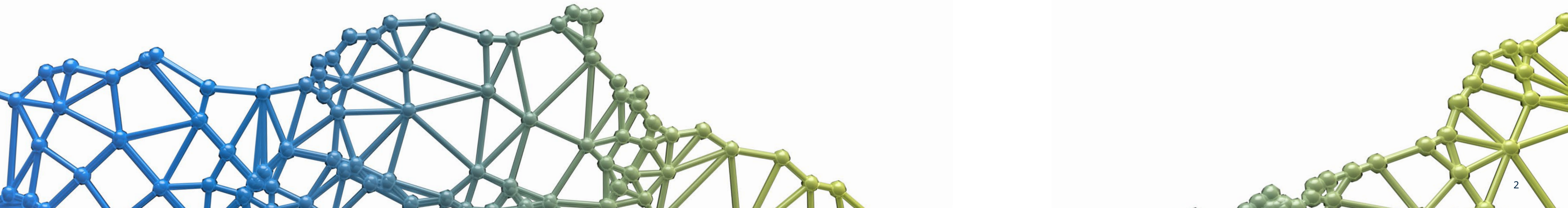
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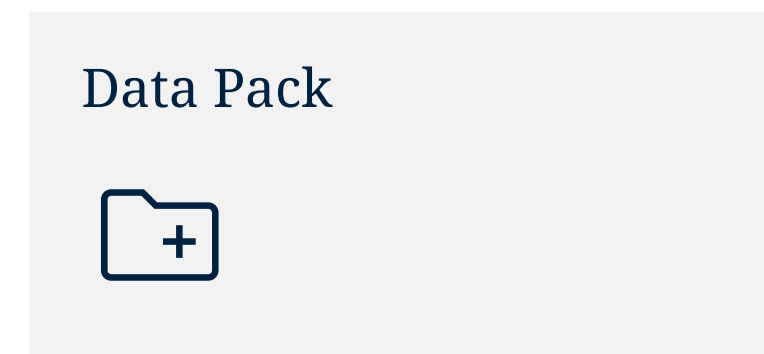




Our reporting suite

This Net Zero Deep Dive is part of a reporting suite covering our sustainability and ESG activities throughout the past year. For a closer look at our performance and progress around our other material issues, read our deep dive reports: **Our People and Societal Impact**.

For a summary of all our main sustainability and ESG impacts and how we're addressing them, see our **Impact Summary**. For more stories and highlights from our regional offices across the world, read our **Regional Highlights**. For quantitative data related to our progress during the year, see our **Data Pack**.



Find out more

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



About this report

This report gives an update on our climate actions and progress towards becoming a net zero business over the past year. It's one of three thematic deep dive reports focusing on the sustainability and ESG topics that are most material

Driving sustainability reporting best practice

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

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

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

We will be using the **Task Force on Climate-Related Financial Disclosures (TCFD)** framework and the **Transition Plan Taskforce (TPT)** Framework to develop our climate transition plan, although this reporting falls outside the scope of this Sustainability Report. For more detail on the standards guiding this report, see [page 37](#).

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

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

to our business: Net Zero, Our People and Societal Impact. This is the second year we've taken this topical approach to reporting.



World
Economic
Forum



Scope of this report

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

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

For more detail on the report's scope see [page 37](#).

Third party verification and assurance

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

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



WHO WE ARE

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

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

Making business better

OUR PURPOSE & VALUES



Bold

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



Supportive

We are compassionate and inclusive, valuing diversity and acting thoughtfully



55

Offices in 34 countries



Exceptional

We are strategic and driven, exceeding standards and expectations



Collaborative

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



GBP 1.4bn
Annual revenue (2023)



2,300+
Lawyers



500+
Trainees



780+
Partners



3,100+
Business service professionals



14,000+
Clients in FY24



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

2024 Climate Action Highlights



Net Zero

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



43%
reduction in carbon since 2019



75%
of suppliers by procurement spend engaged to decarbonise their operations



17 kg Co₂e
emitted per billable hour



14
offices have implemented smart energy programmes



99%
electricity from green tariffs in the UK
(68% internationally)



OTHER AREAS WE'VE BEEN WORKING ON

Developing a TPT-aligned net zero transition plan

Integrating sustainability and climate into our risk management framework





Striving for leadership

Third-party assessments

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

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

We have been assessed by third parties including:

Internationally

Achilles

We received a score of

100%

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

Impactvise

We came

first

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

Business for Societal Impact (B4SI)

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

CDP Climate Change assessment

We received an

A-

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

Integrity Next

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

EcoVadis

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

Silver medal.

This means that our sustainability and ESG performance was judged by

EcoVadis to be better than

92%

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

Lamphouse

Our 2022 Sustainability Report came at the **top** of the ranking

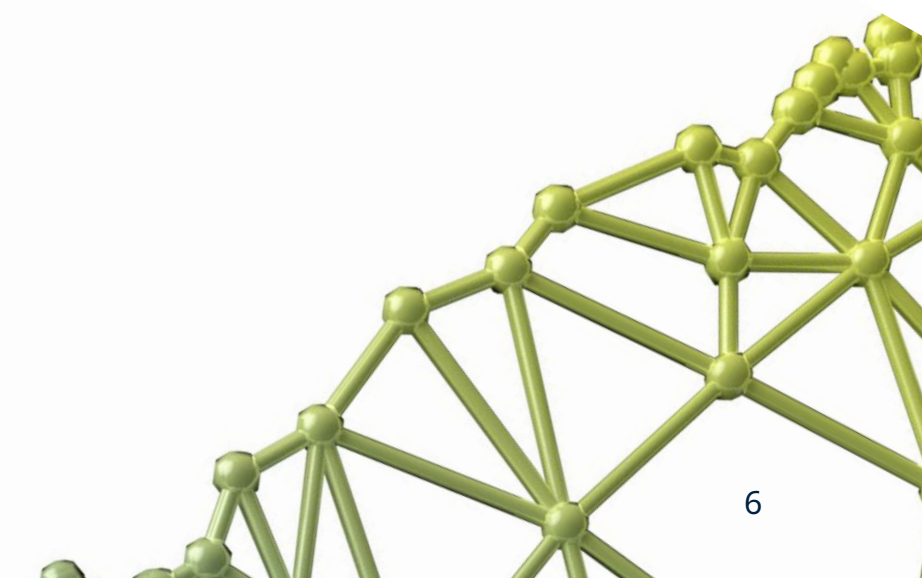
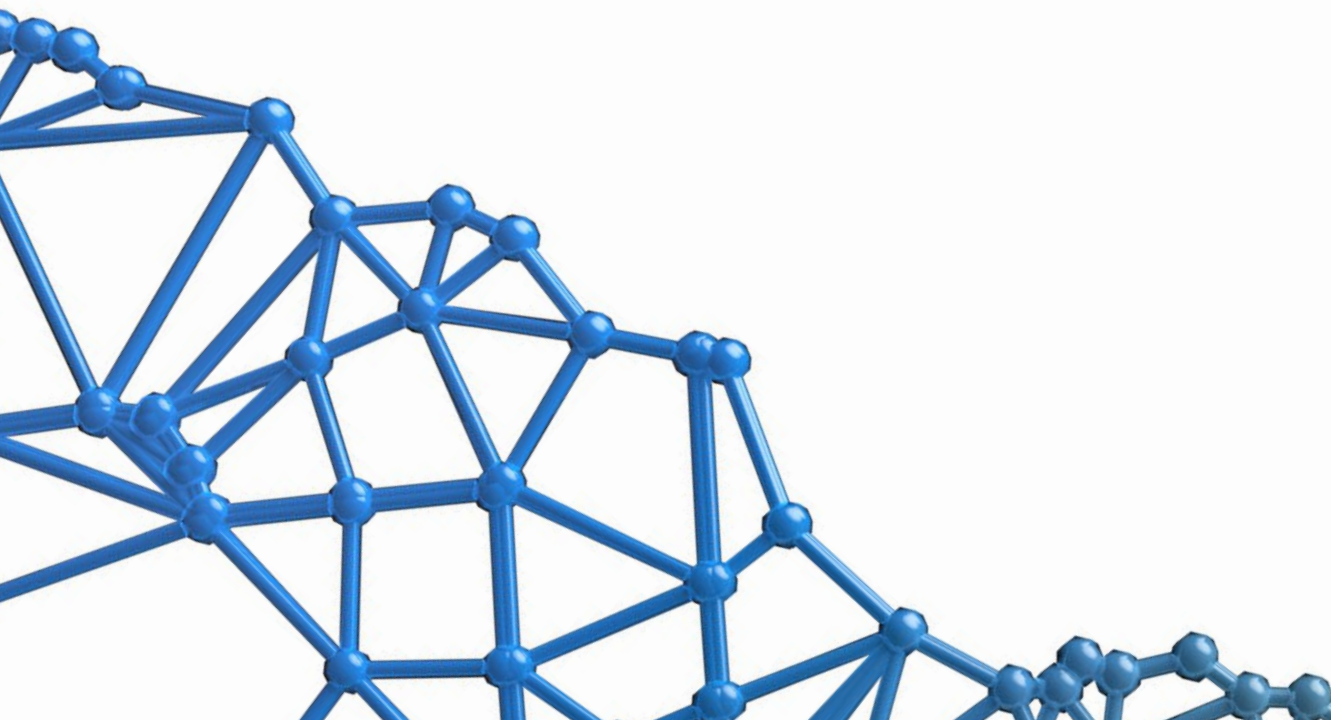
for the environmental category in the Lamp House Annual Report 2023. The inaugural assessment ranked 125 international law firms on their sustainability and ESG disclosures.

RSGI Greenprint

We received a

5-star rating

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





Third-party assessments

Locally

FTSE Women Leaders Review

We ranked in the

top 10

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

Law Students for Climate Accountability (LSCA)

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

D

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

Australian Workplace Equality Index (AWEI)

We were named joint

Employer of the Year

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

Community Business LGBT+ Inclusion Index (Asia)

Our Hong Kong office was recognised with a

Bronze Award

by the HK LGBT+ Inclusion Index in 2023.

Social Mobility Employer Index (SMEI)

In 2023, the UK Social Mobility Foundation ranked us

12th

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

Certifications, commitments and partnerships

Internationally

Certifications

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

The UN Global Compact

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

Race to Zero

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

Mindful Business Charter

We are signatories of the **Mindful Business Charter**, which outlines recommendations for promoting better mental health in the workplace. As signatories, we engage our clients and other stakeholders to share best practice, work to embed the principles internally, and work across the industry to help drive change across the legal sector.

Sustainable Recruitment Alliance

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

Locally

Corporate Mental Health Alliance

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

The Legal Renewables Initiative

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



The climate crisis is re-shaping how we do business.

We're taking action to help our clients make the transition to a low-carbon, sustainable future. And we're leading by example by working to better understand our climate impacts, decarbonising our operations, and integrating climate risks and opportunities into our own business strategy.

Aber
& Fit

Introduction from our leadership

We are committed to understanding the impact of our advice on the global transition, beyond our direct operations, to include our work with clients. This complex task puts us at the heart of cutting-edge discussions in our sector.

Our transition and ambition to develop a TPT-aligned plan, will bring net zero into the core of our firm, ultimately integrating it into business planning, financial management, and risk assessment. We do not underestimate the challenge and change this means, which is why this exacting process requires consistent executive leadership to ensure the firm is climate future- proofed. We need to be able to not only anticipate and manage risk, but also adapt and realise the opportunities of the net zero transition for our clients, our firm and, as the TPT demands, the wider economy.



Jean-Pierre Douglas-Henry
Managing Director, Sustainability

“We're working hard to integrate sustainability into the very fabric of our legal service delivery. We've reduced our overall footprint by 43% from 2019, focusing on energy efficiency, renewable energy adoption, greater travel awareness, and engagement with our suppliers. These tangible steps in our operations give us confidence to further upskill our business service teams, to better understand the social and environmental impacts of our operations and for this to inform the work priorities of all business service teams – from recruitment, to procurement and from IT to property and workplace.”



Jacqueline King
Chief Operating Officer

“Climate risk and opportunity is now firmly established as a focus of governments, regulators, central banks, markets and other stakeholders all over the globe. There has been significant change in the past few years in the approach to and understanding of the fact climate is a business issue. But this is just the beginning of a journey for both DLA Piper and our clients.”



Natasha Luther-Jones
International Head of
Sustainability & ESG

PROGRESS TO DATE TIMELINE (ENVIRONMENT)

Our sustainability journey so far

2010
Became a founding member of the Legal Sector Alliance in Australia

2012
Set first firm-wide environmental targets

2018
Reduced our electricity use by 18% since 2012
Achieved a nearly 100% recycling rate for paper and other 'office recyclables'

2019
Established our International Energy and Climate Change Committee (IECC)

2020
Established our Sustainability and ESG Steering Committee

2021
Validated our near-term science based target by SBTi

2021
Became an inaugural member of the Net Zero Lawyers Alliance

2022
Completed our first double-materiality assessment and identified net zero as our priority issue
Rolled out Thoughtful Travel Framework

2022
Became certified as Advancing on the new Carbon Trust Route to Net Zero standard

2023
Co-founded Legal Charter 1.5
Validated our net zero target by SBTi
Kicked off work to develop our approach to Advised Emissions
Became a founding member of the Legal Taskforce of the Sustainable Markets Initiative (SMI)
Received the Terra Carta Seal from the SMI

2024
Achieved A- score for the first time on the CDP assessment

2025-2030

Looking to the future

- Build and implement a carbon compensation programme aligned to SBTi guidance
- Roll out carbon accounting, including an internal carbon price and operational carbon budgets
- Finalise and pilot advised emissions approach
- Publish our net zero transition plan, aligned to the Transition Planning Taskforce

KEY

- Building foundations**
- Formalising our governance and aligning to climate science**
- Helping to lead our sector**
- Embedding the net zero transition into the core of our business**

CLIMATE GOALS AND PROGRESS 2024

We're aiming to be a net zero law firm by 2040



Halving our emissions by 2030

GOALS

25%
cut in supply chain emissions

70%
cut in air travel emissions

75%
of suppliers by spend to commit to a science-based target

Further examine our physical and transition risks

PROGRESS

43%
reduction in overall emissions since 2019

75%
of suppliers by spend procurement engaged in decarbonising their businesses

14
offices implemented smart energy programme



Looking beyond our immediate carbon footprint

GOALS

- Better understand how climate change will create physical and transition risks for our business
- Explore how the net zero transition affects 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

further integrating
sustainability and climate into our risk management framework



Engaging stakeholders and being transparent

GOALS

- Engage and lead legal sector initiatives on sustainability
- Engage our people and partners on joint solutions
- Strive to lead in climate reporting

PROGRESS

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

developing
a climate upskilling approach for our people

aligning
to reporting best practice

Taking action on the climate crisis and biodiversity collapse is a business and social imperative.

The global economy is transitioning to a de-carbonised future. How fast we act and how quickly we integrate this transition into our business model will play an important part in determining our future growth. The same is true of our clients and entire economies.

This is a system-wide change that will reshape how all of us do business. That's why we're working to understand how we can further integrate climate risks and opportunities into our business strategy, and helping our clients do the same.



Our climate impacts, risks and opportunities

Our climate impacts

Our operational carbon footprint

We provide our clients with legal services from our **55** offices around the world. Business travel and procuring goods and services account for most of our carbon emissions. Our other emissions mainly come from our use of energy to power our offices. See the visual below breaking down our carbon footprint.

Our carbon emissions in 2024

During the 2024 financial year, we emitted **76,909** tonnes of CO₂e¹ (about **9,450** kg CO₂e per person). These total emissions are equivalent to about **9,100** homes' energy use for one year.²

This is a reduction of **43%** compared with our baseline carbon emissions in 2019 (**134,745** tonnes of CO₂e, or about **18,000** kg of CO₂e per person). This is also a year-on-year reduction of **1.5%** between FY23 and FY24.

This reduction progress is well on track towards our near-term target of reducing our emissions by 50% by 2030.

For a more detailed break-down of our emissions reductions progress over the last 5 years, by category, please see our **Data Pack**.

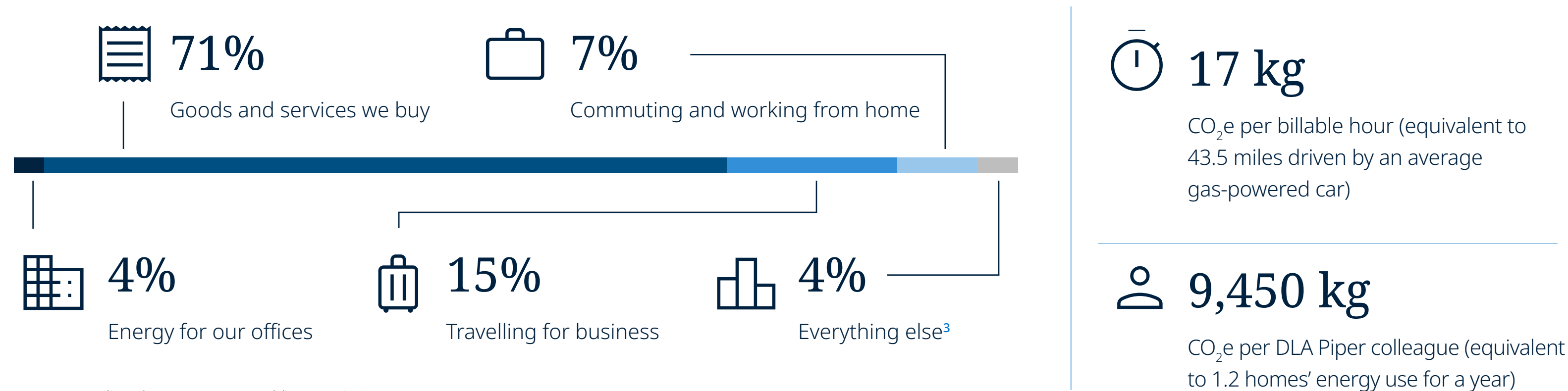
Read more about our decarbonisation progress and plans on **page 18**.

Our advised emissions

We're committed to improving our understanding of how our client advice affects global climate change objectives and to leading our sector in taking a robust, evidence-based approach to understanding this impact. We refer to this impact, and how it's accounted for and quantified, as advised emissions.

Determining and measuring advised emissions is complex. Last year, we reported that we're developing an advised emissions methodology to better understand our advised emissions. This involves agreeing on a robust process to assess and account for the climate impact of our advice on a particular matter. Through Legal Charter 1.5 and more recently the global campaign Race to Zero, parts of the legal sector are also working on how advised emissions can be credibly developed. We're helping shape the approach for how our sector integrates advised emissions into client and matter intake processes, and climate risk management. You can read about our progress on **page 28**.

DLA Piper's carbon footprint in FY24



Due to rounding the percentages add up to 101%

¹ We emitted **76,909** tonnes CO₂e, using the market-based method. Using location-based method we emitted **79,101** tonnes CO₂e.

² This comparison was calculated using the US EPA's GHG Equivalencies Calculator. The figure is based on US homes statistics.

³ Includes waste and water treatment, FERA and upstream transportation and distribution.

Our wider role

As a large international business, we can play a role in supporting the net zero transition by taking part in sector forums and convening multi-stakeholder efforts to address climate change.

Read more about our wider influence on the climate on **page 31**.



Our climate risks and opportunities

Since 2020, we've been working to assess our risks and opportunities from climate change, and to embed them in our risk management and business planning processes. This included a high-level scenario analysis of our climate risks and opportunities, which we completed in 2022.

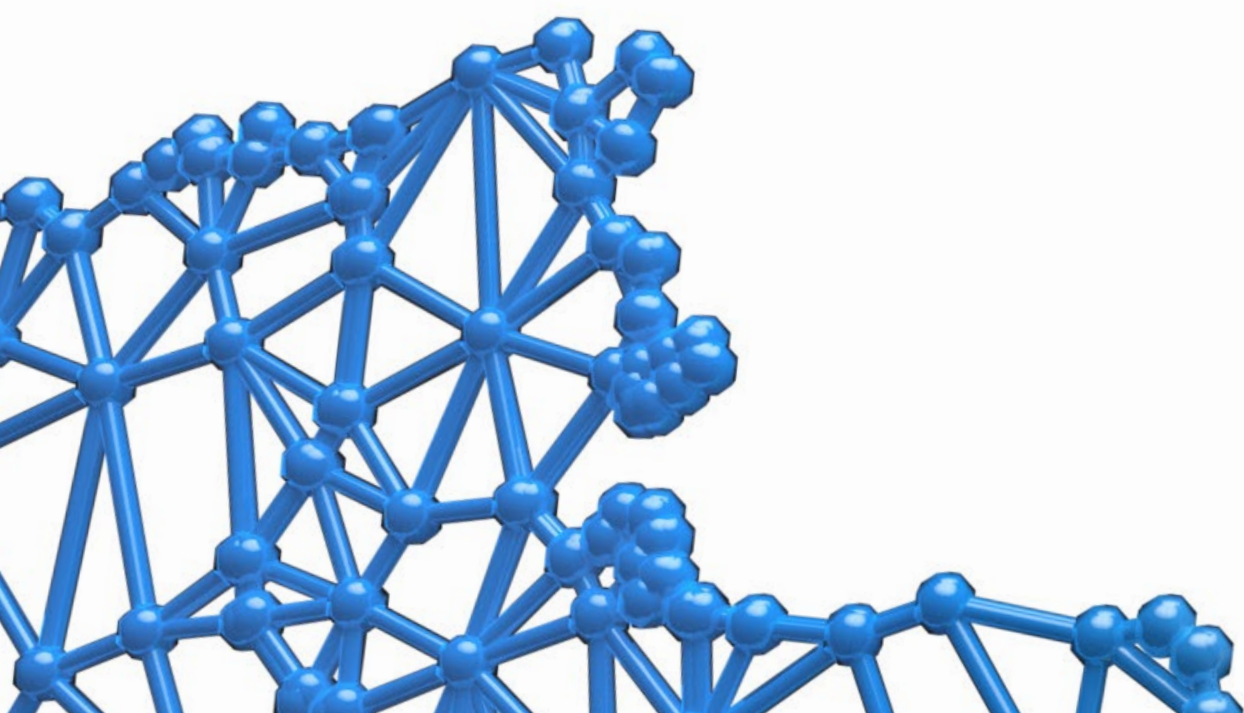
In 2023, we began integrating sustainability risk, which includes climate, into our enterprise risk management framework.

In early 2024 we **published our annual accounts** for the financial year ending in April 2023, and for the first time, this included climate change risk and opportunity reporting, using the TCFD framework.

We've reviewed the way we identify and evaluate climate risks across all parts of the firm. This includes developing risk indicators and metrics, further embedding climate risk assessments into regular risk reporting cycles and analysing climate risk management at board and executive levels. We'll continually monitor our risk management practices as we develop them, adapting them where necessary.

We've been working with a sustainability consultant to help us assess our climate-related operational resilience, processes, and controls and to better understand the associated risks and opportunities. This assessment has been guided by our net zero target and our need to meet our decarbonisation milestones.

Read more on the next page about how we're taking this work forward as part of our initial climate transition planning.





Plans and progress

Developing our transition plan

Climate transition plans are the strategies entities have for the transition to a lower-carbon, climate-resilient economy or for achieving Paris-aligned goals. They're essentially a time-bound roadmap for how an entity will achieve its objectives and priorities on climate action.

At a foundational level, transition plans will focus on decarbonisation of the entity, both through its operations and its value chain. This and our previous Sustainability Report describe in detail the interim objectives, actions and progress to achieve our commitment of reducing our carbon footprint across scopes 1, 2 and 3 to become a net zero law firm by 2040. Our direct operational impacts are the bedrock of our decarbonisation and we do not underestimate the operational changes we need to make to achieve a 90% reduction in emissions by 2040, not least the complexity required to map, manage and partner with our suppliers as they rapidly decarbonise.

But to really address the issue of our impact on sustainability objectives, we need to look beyond our immediate carbon footprint. As the **TPT Disclosure Framework** highlights, we also need to consider what our climate-related risks and opportunities are and the specific actions we'll take in response, and how we contribute to an economy-wide transition.

That means understanding how climate change will create physical and transition risks for our business, including how the transition is affecting our clients and counterparties, and how they'll create new risks and new opportunities for our business and our work with our clients. It means we need to look beyond climate to our impacts on nature and consider how our strategy affects our stakeholders and society. We believe it's critical to engage with the transition planning process not as a reporting exercise, but as an opportunity to make our business resilient to a changing future and to further integrate sustainability into our core business strategy.

We've already started working on our transition planning, focusing on operational areas such as travel and procurement. We've identified some preliminary operational priorities in terms of actions required and accountability frameworks that should be strengthened. We'll build on this in the coming year through extensive consultation on our climate commitments, policies and processes and work to integrate them into our wider strategy, under the oversight of our Sustainability and ESG Steering Committee, which reports into our Executive Committee (which in turn is accountable to our board). We'll align ourselves with the highest standards, requirements and guidance in this area, including the TPT Disclosure Framework.

Our initial assessment focused on opportunities for increased operational resilience

Procurement

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

Improving oversight of local procurement of travel

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

Sustainable workplace

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

Engagement

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

“DLA Piper’s Finance team will play a strategic role in the firm’s sustainability transition. As we grow our team’s awareness of how deeply finance is intertwined with assessing and reporting on sustainability risks and opportunities, we’ll set a strong foundation for informed decision-making.

It’s crucial for our transition planning that our finance professionals are equipped to lead us through this evolving landscape, ensuring that sustainability is embedded in our financial strategy and increasingly, our day-to-day financial management. This will empower DLA Piper not only to adapt but also to capitalise on the opportunities that our sustainable future holds.”

Amber Wilkinson
Chief Financial Officer

DECARBONISATION MILESTONES AND KEY PROGRESS

We're becoming a net zero law firm by 2040

NEAR-TERM TARGET

50%

reduction in overall emissions by 2030 (from 2019).

Our targets have been validated by the Science-Based Targets initiative.

KEY DECARBONISATION LEVERS (BY 2030):

BUSINESS TRAVEL

70%
reduction in emissions from air travel by 2030

SUSTAINABLE PROCUREMENT

25%
reduction in supply chain emissions by 2030

WORKPLACE SUSTAINABILITY

100%
renewable electricity sourced in all offices by 2030

75%
of procurement spend with suppliers who have a science-based target by 2030

20%
reduction in energy use across all offices by 2030

ENABLERS

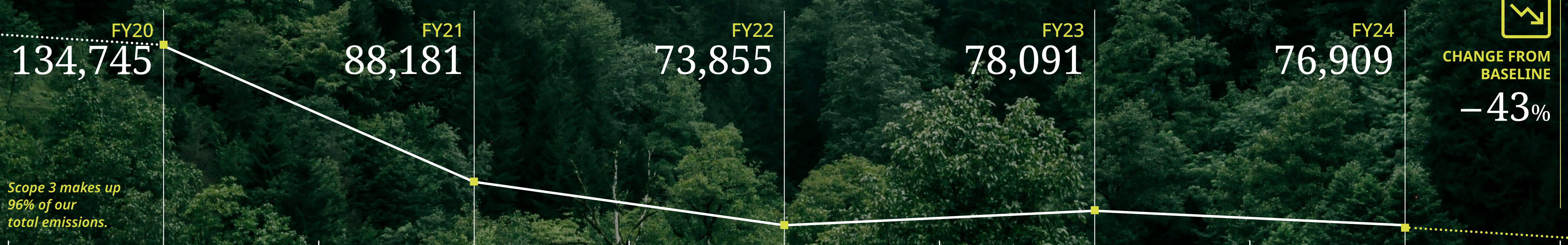
PEOPLE

- **UPSKILLING**
Upskill key functions and teams
- **JOB DESCRIPTIONS**
Embed climate performance into responsibilities and job descriptions
- **CLIMATE AWARENESS**
Continue to integrate climate awareness into legal training and advice

DATA & PROCESS

- **CORE BUSINESS**
Integrate climate considerations into core processes
- **CARBON ACCOUNTING**
Introduce carbon accounting and carbon budgets
- **DATA**
Strengthen data collection, management, and third-party assurance
- **SUPPLIERS**
Engage and collaborate with our suppliers
- **REPORTING**
Report regularly and transparency about our progress

Baseline Year - Total GHG market based emissions (Scopes 1,2,3) [t CO2e]



Ensuring our methodology and roadmap are still fit for purpose

Our targets are to halve our carbon footprint by 2030, and to become a net zero law firm by 2040 (both against a 2019 baseline). Our net zero target was validated by the Science Based Targets initiative (SBTi) in June 2023.

As this report is published in 2024, 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, performance against the targets and modelled needed reductions. We've adjusted our approach to re-baselining and reporting on our performance to be better in line with best practice.⁴

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 be adjusting sub-targets for our supply chain and business travel decarbonisation areas to make them more fit for purpose.

⁴Our base year calculations for the total of our three scopes have changed by less than the 5% threshold set out in our re-baselining policy and recommended by the GHG Protocol and SBTi guidance. However, going forward, we will strengthen our re-baselining policy by setting the 5% threshold for Scopes 1&2 and Scope 3 separately, to ensure that Scopes 1&2 are not ignored due to their immateriality, and the accuracy of accounting is maintained.

Similarly, we are applying the same approach to reporting our performance against the reduction target, meaning that beginning with this report we will indicate carbon reductions separately – one reduction figure for Scopes 1&2 and a separate reduction figure for Scope 3. This approach brings us in line with the latest SBTi recommendations.



Progress in decarbonising our operations

Business travel

As a firm with clients and offices all over the world, travel is important to how we do business. Online events and virtual meetings are part of our everyday working life. But to develop the close relationships and exceptional communication on which our business depends, we sometimes need to meet face-to-face. And that involves travel.

Our progress in decarbonising our business travel

In 2024, business travel accounted for **15%** of our overall carbon footprint.

As of FY24 we've reduced our business travel emissions **by 58%** against our baseline year, but only achieved a **1%** decrease year-on-year from FY23 to FY24.

Our target is to reduce ground transport emissions by 40% and air travel emissions by 70%, both by 2030.

This amounts to reducing our business travel emissions by 14,000 tonnes CO₂e, from FY20.

Our business travel in FY24

In FY24, we booked⁵:

11,550 flight tickets | **19,000** rail tickets

In FY24, our business travel emissions accounted for:

1,500 kg
CO₂e per colleague

This is equivalent to
3.5 barrels
of oil consumed per person

As of FY24, we've reduced our business travel emissions by 16,203 tonnes CO₂e. This surpasses our 2030 target. But our work is not yet done, because we need to ensure that business travel emissions do not bounce back up in the coming years, and continue to reduce over the long term, so we can meet our net zero 2040 target.

Our FY20 travel emissions baseline was developed before we felt the effects of COVID-19. FY21 and FY22 travel emissions are low, due to COVID-19-related travel restrictions. In FY23 and FY24 travel begun to pick up again, and we are now focused on ensuring that it doesn't reach pre-COVID-19 levels and instead begins to drop annually.

What we've been doing in the last year

We've been working on a number of initiatives over the last few years to reduce emissions from business travel under the umbrella of our Thoughtful Travel framework, an initiative launched in 2022 that gave our people advice on how to plan travel and events with sustainability in mind.

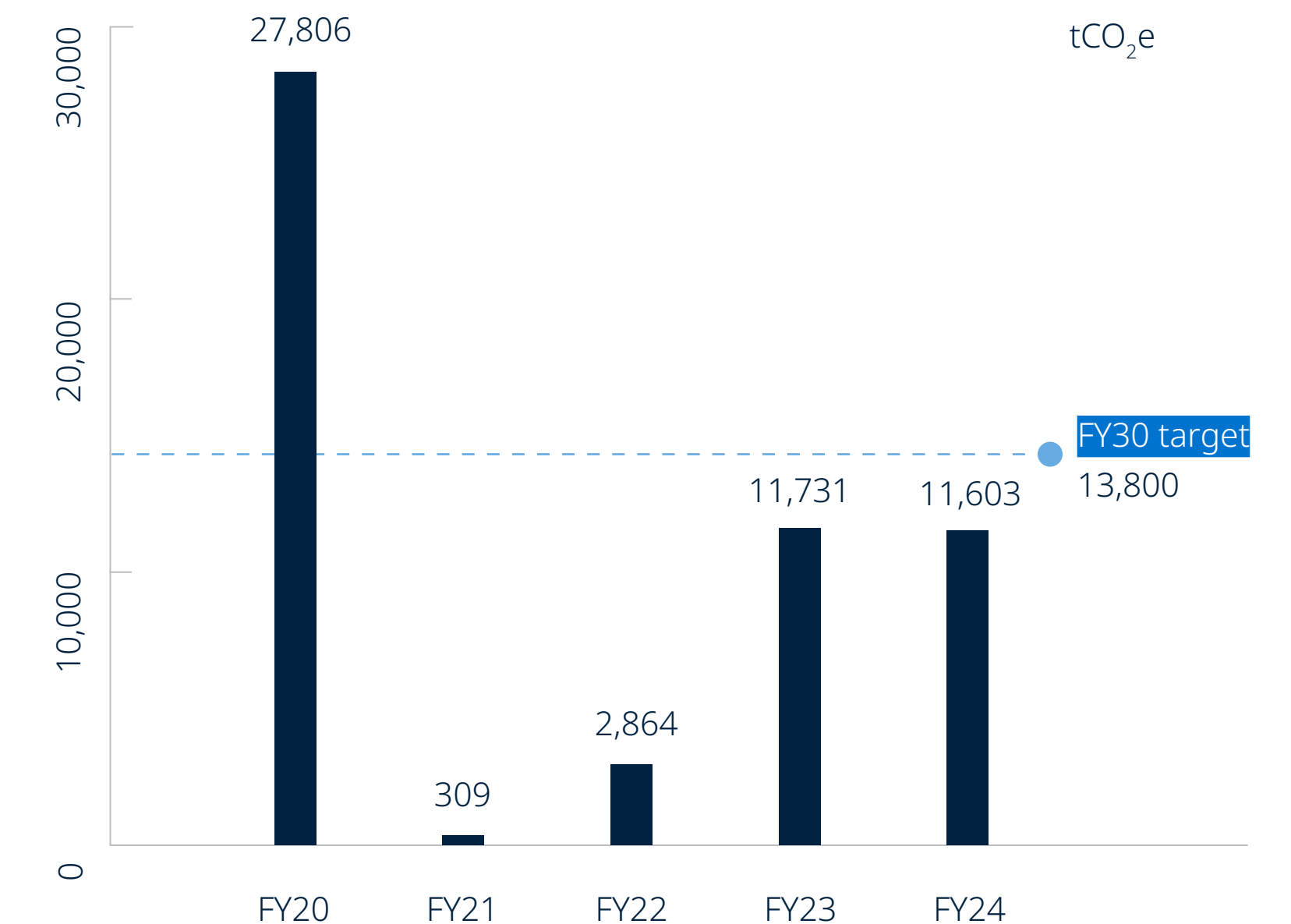
Last year we developed country-level travel carbon budgets. We have not yet applied these budgets and we're now focused on putting technology and processes in place to help ensure we deploy them effectively.

To ensure our messaging is consistent across our firm globally, we've also consolidated our country and regional travel policies into a single international travel policy. Approved by our Executive and Board, the new international policy includes clearer rules and guidance on topics such as when and when not to travel. It also directs colleagues to use, where possible, preferred airlines and hotels pre-selected for their sustainability programmes.

Our plans going forward

Our business travel emission reduction roadmap was introduced before the pandemic, and much about the way we do business has changed since then. We're reviewing our near-term plans to account for these modified challenges and considering how to future-proof our travel strategy for achieving the net zero target. Our key considerations include a standardised approach to SAF (Sustainable Aviation Fuel), novel uses of technology as an alternative to travel and regional ownership of the travel-related carbon budgets.

DLA Piper's business travel emissions

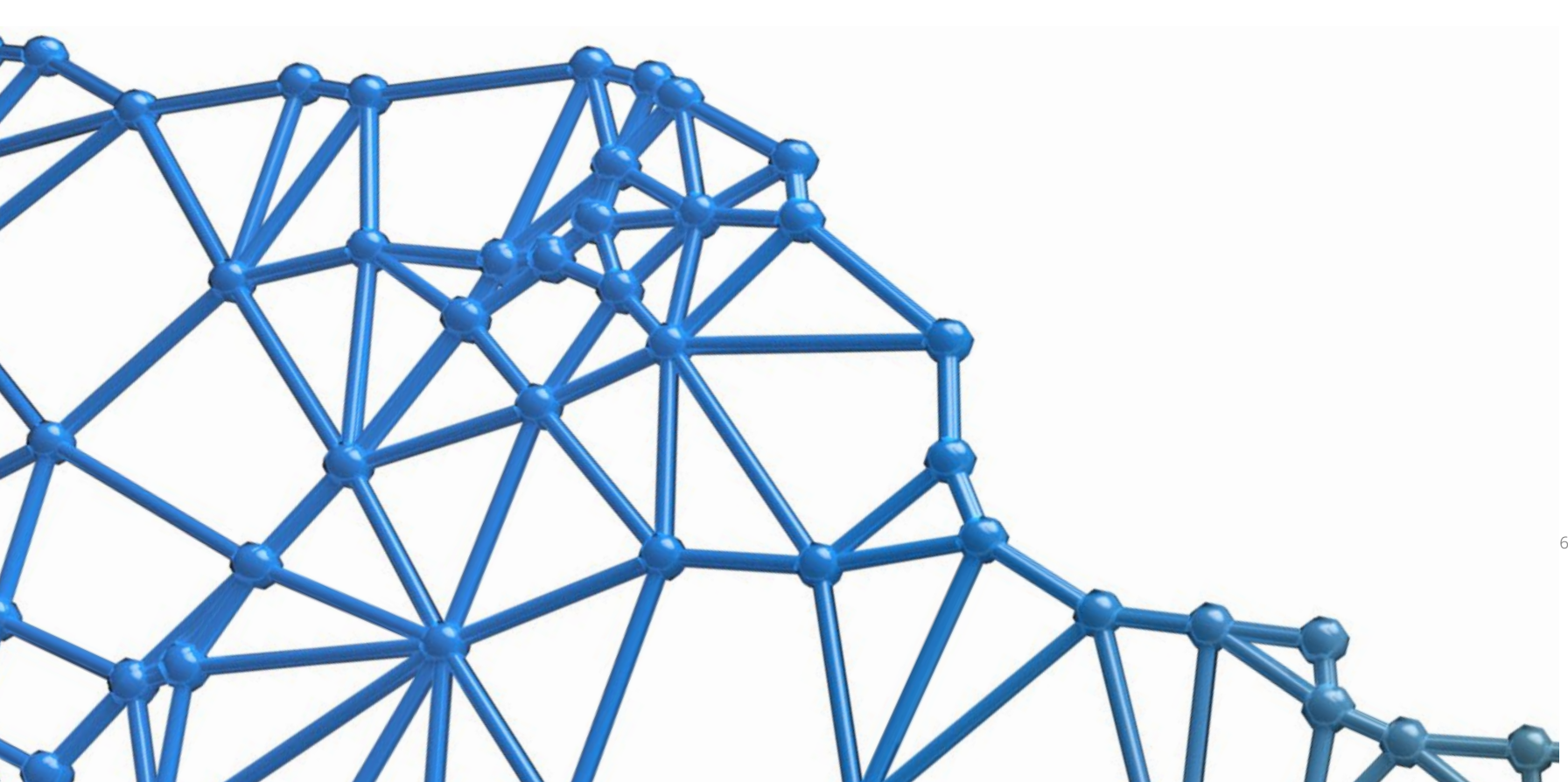


⁵ This data excludes the following countries where we have offices: China, Czech Republic, France, Italy, Japan, Korea, Morocco, Romania, Slovakia, Thailand.

Minimising the footprint of our events

Holding a business event comes with a carbon cost, whether it's from travel, or the energy needed to power venues or produce event materials. However, calculating that cost hasn't always been easy. In 2024, we piloted the use of an online carbon calculator to estimate the carbon footprint of our events. Although these calculations were fairly crude and generic, they worked well for raising awareness of the carbon cost of an event and as a supporting guide for event planning.

The findings reveal the scale of the difference in emissions between online events and those held in person. For example, a recent two-day sustainability summit in Frankfurt attended by 100 people generated 90.7 tonnes of CO₂, 99% of which was from travel emissions. In contrast, our recent UK Geographies Fortnight 2024 online-only event, which had 700 participants, produced just 28 kg of CO₂ – equivalent to 0.006 homes' electricity use for one year.



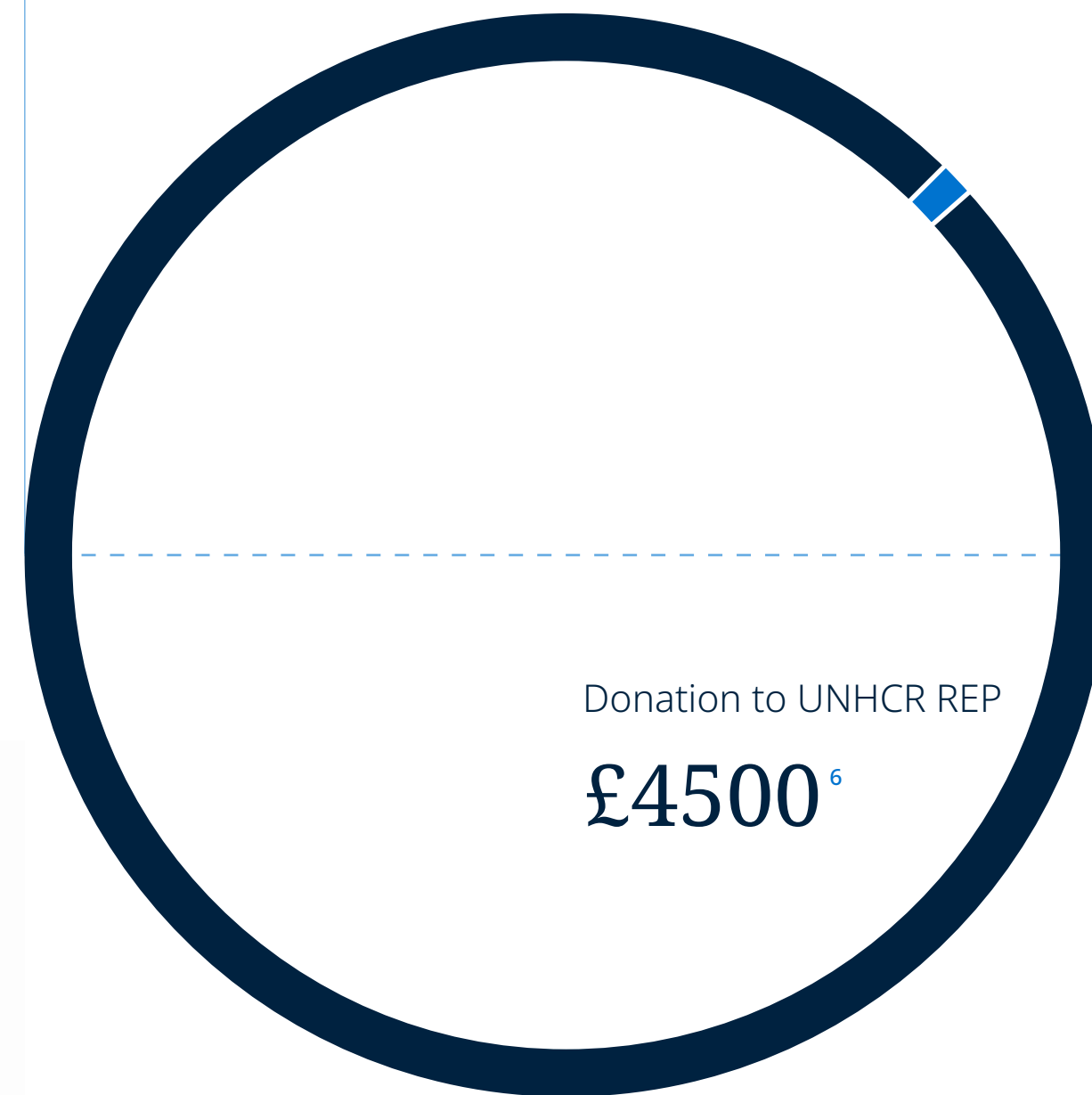
Measuring the footprint of our events

One Global Community: ESG Summit

- 2 days, Frankfurt
- 100 participants (local/Europe/ME&A/AP&Canada)
- 4-star hotel with 1 meal per day

90.7t CO₂e

99% travel

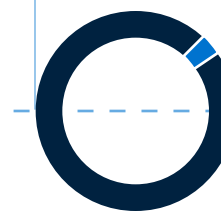


Joint Board/Exec meeting

- 2 days, Milan
- 17 participants (Europe)
- 4-star hotel with 2 meals per day

11.5t CO₂e

97% travel



Equivalent to

2.1

homes' electricity use for one year

UK Geographies Fortnight 2024 – opening panel event

- Online
- 700 (assumed) participants
- No gift shipment or pre-recorded content

28kg CO₂e

Estimated energy use, marketing materials and waste

Equivalent to

0.006

homes' electricity use for one year

⁶ We used the EU ETS tracker on 23 February 2024 at 52.79 EUR to calculate the carbon costs of this event.



Sustainable procurement

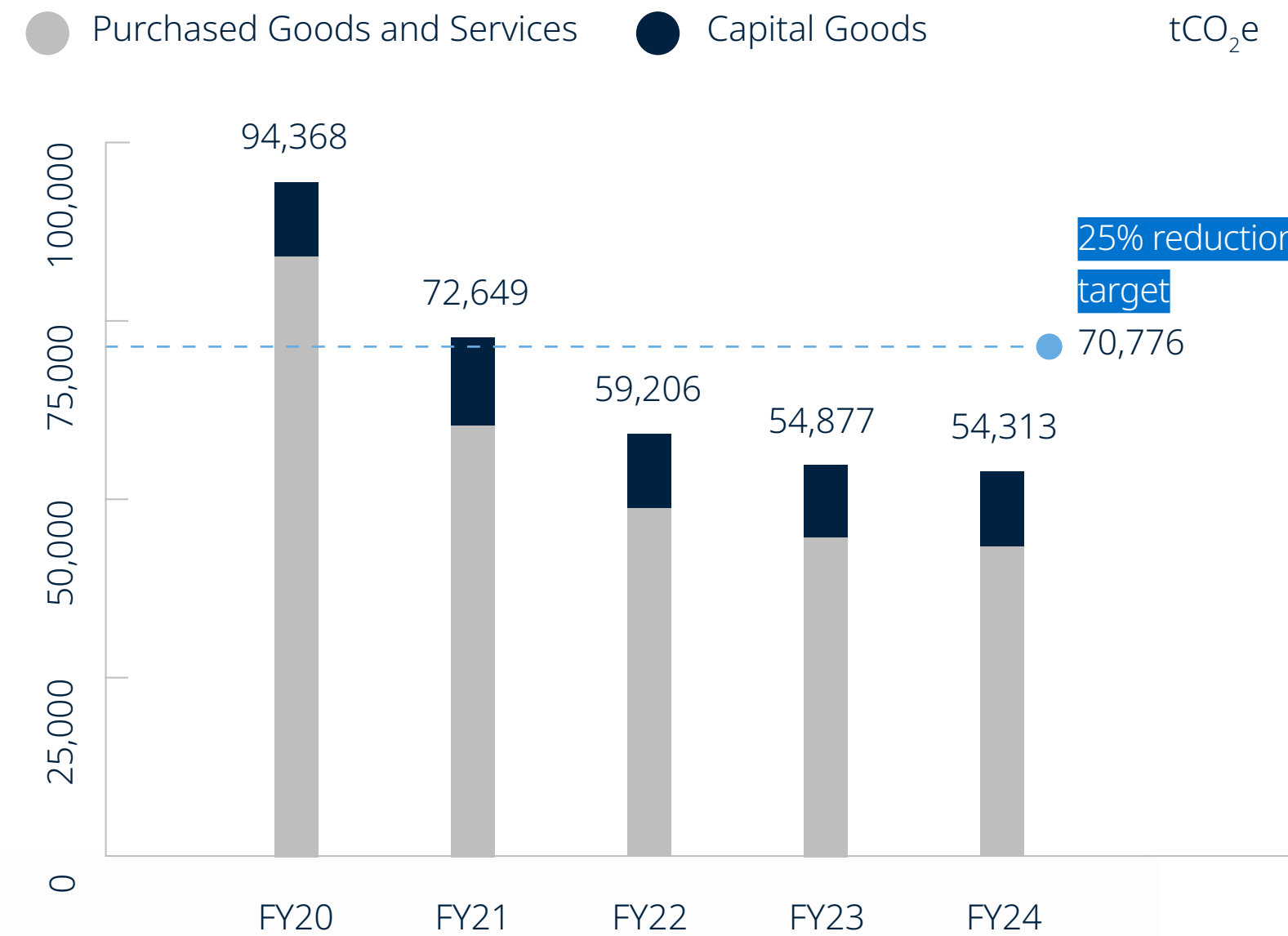
71% of our operational carbon footprint in 2024 came from our procurement of goods and services.

Since our 2019 baseline year, we've reduced our procurement emissions by **42%**. We've also achieved a **1%** year-on-year **decrease** between FY23 and FY24.

Our target is to reduce our procurement emissions by 25% by 2030, from our 2019 year baseline (or by 23,500 tonnes CO₂e). With a 42% reduction to date, we have so far surpassed this target.

However, this doesn't mean our work is done. Most of our procurement emissions estimates are based on spend (see more on this to the right). This means that our emissions are largely tied to how much we spend, rather than on permanent changes our suppliers are making in their operations. We have work underway to more accurately estimate our procurement emissions and to engage our suppliers on climate action.

DLA Piper's procurement emissions



Engaging our suppliers on decarbonising

This year we continued to build a more accurate picture of emissions from procurement. We're doing this by engaging suppliers so we can gather supplier-specific emission data,⁷ rather than simply estimating supply chain emissions based on our procurement spend and generic sector-based emission factors.

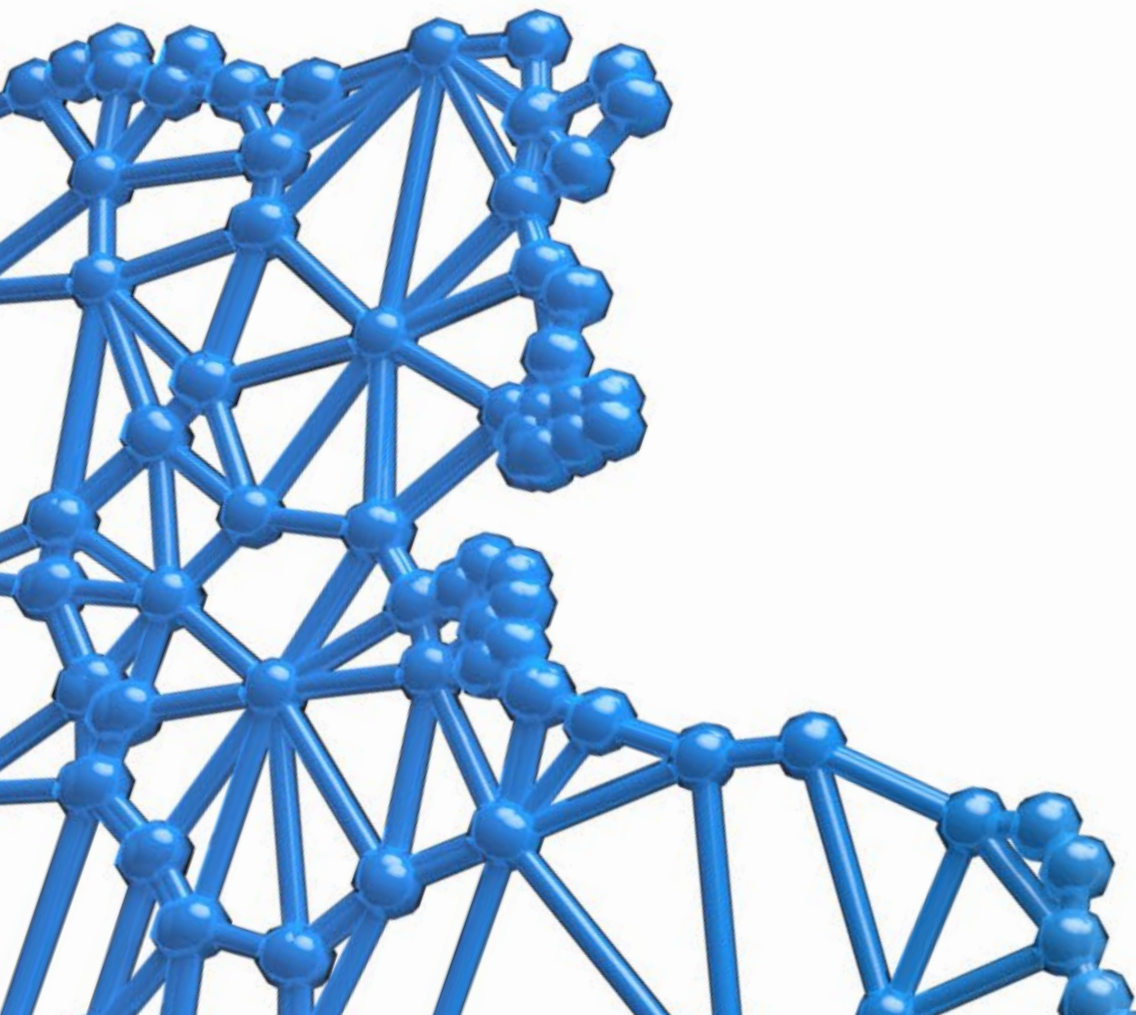
In 2024 we launched our supplier climate engagement plan, building on lessons learned engaging our suppliers over several years. We asked **173** of our top suppliers (accounting for nearly **40%** of our spend in FY24) about their climate targets, plans, challenges, and availability of data.

Our survey received a **42%** response rate (72 suppliers), and as a result we were able to use supplier-specific emissions data for **30** suppliers, covering **14%** of our procurement emissions. This is an improvement on last year, when we surveyed only **around 40** suppliers with a response rate of **29%**. The improvement is down to new tools we've adopted to make our processes more efficient and automated.

By applying supplier-specific emission factors for **30** suppliers to our procurement footprint calculations this year, our overall footprint reduced by **5.7 tonnes CO₂e**. This is due to the more accurate supplier data, and suppliers' decarbonisation efforts. Our plan is to continue to improve this data over the coming years.

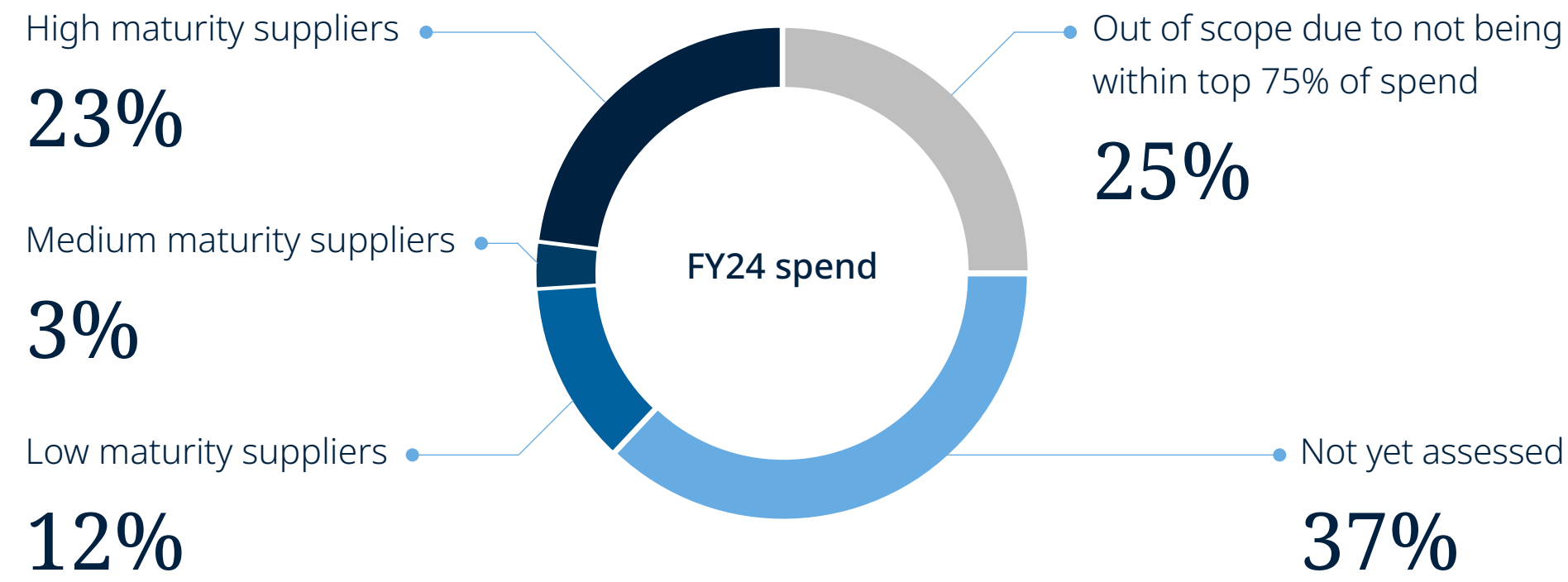
Based on the questionnaire responses of our top suppliers, we segmented them into low, medium and high maturity categories. We've begun to follow up with respondents to give feedback on their climate plans and offer support.

⁷ By supplier-specific emission factors, we mean carbon emission data calculated and provided by the supplier themselves. To calculate the supplier-specific emission factor, we take their Scope 1, Scope 2, and upstream Scope 3 emissions, and divide them by the supplier's total revenue. This gives us carbon emissions per £ (or other currency) of revenue for each supplier. Then to estimate their share of carbon emissions in our footprint, we multiply this emission factor by how much we have spent with this supplier during the financial year.





Our FY24 spend by supplier climate maturity



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

23% of our FY24 spend was with suppliers who have set or have committed to set a science-based carbon reduction target (up from 22% in FY23).



Of 72 suppliers who responded to our questionnaire:

34 (47%)

said they haven't yet begun to annually estimate their carbon emissions footprint.

21 (29%)

say that lack of internal resources is one of their biggest barriers to acting on climate plans.

Strengthening our procurement governance processes

This year we also worked on updating our procurement management processes to enable us to meet our carbon reduction targets.

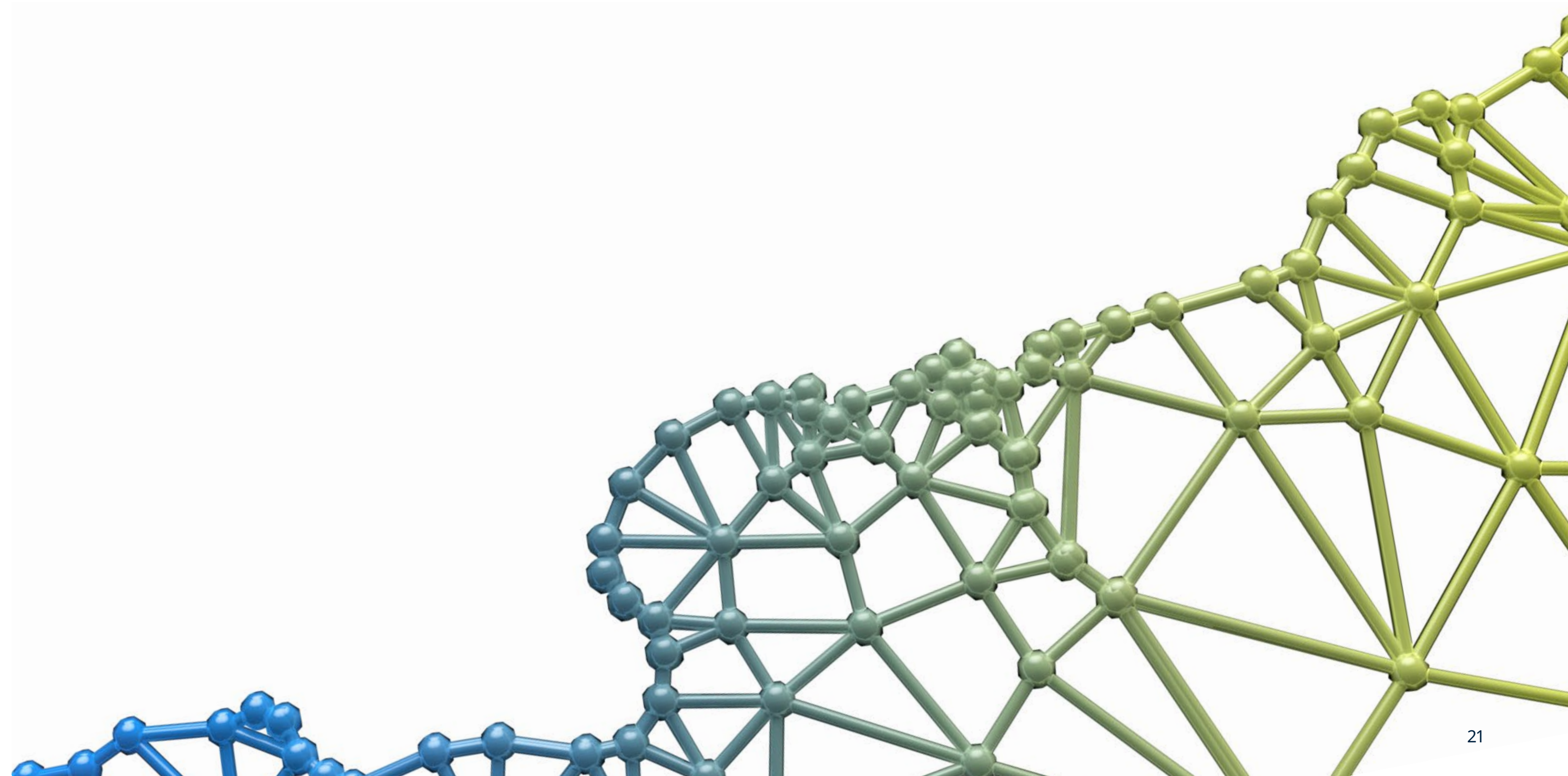
We've updated our **Supplier Code of Conduct**, introducing more specific language requiring our key suppliers to work towards setting a science-based carbon reduction target.

We defined our new supplier intake climate criteria. This included outlining thresholds for how we define high and low emissions suppliers, and the minimum requirements all new suppliers must meet to do business with DLA Piper. We will test and refine these criteria over the coming months, reporting results and lessons learned in future reports.

We've also been working to improve our risk management approach for social and human rights risks in our supply chain. Read more about this in our **Societal Impact Deep Dive**.

Future plans for decarbonising our supply chain

Over the next year we'll focus on engaging with our key suppliers on their decarbonisation plans, improving and automating our data collection, and strengthening our processes for managing suppliers whose decarbonisation plans don't align with our goals.



Workplace sustainability

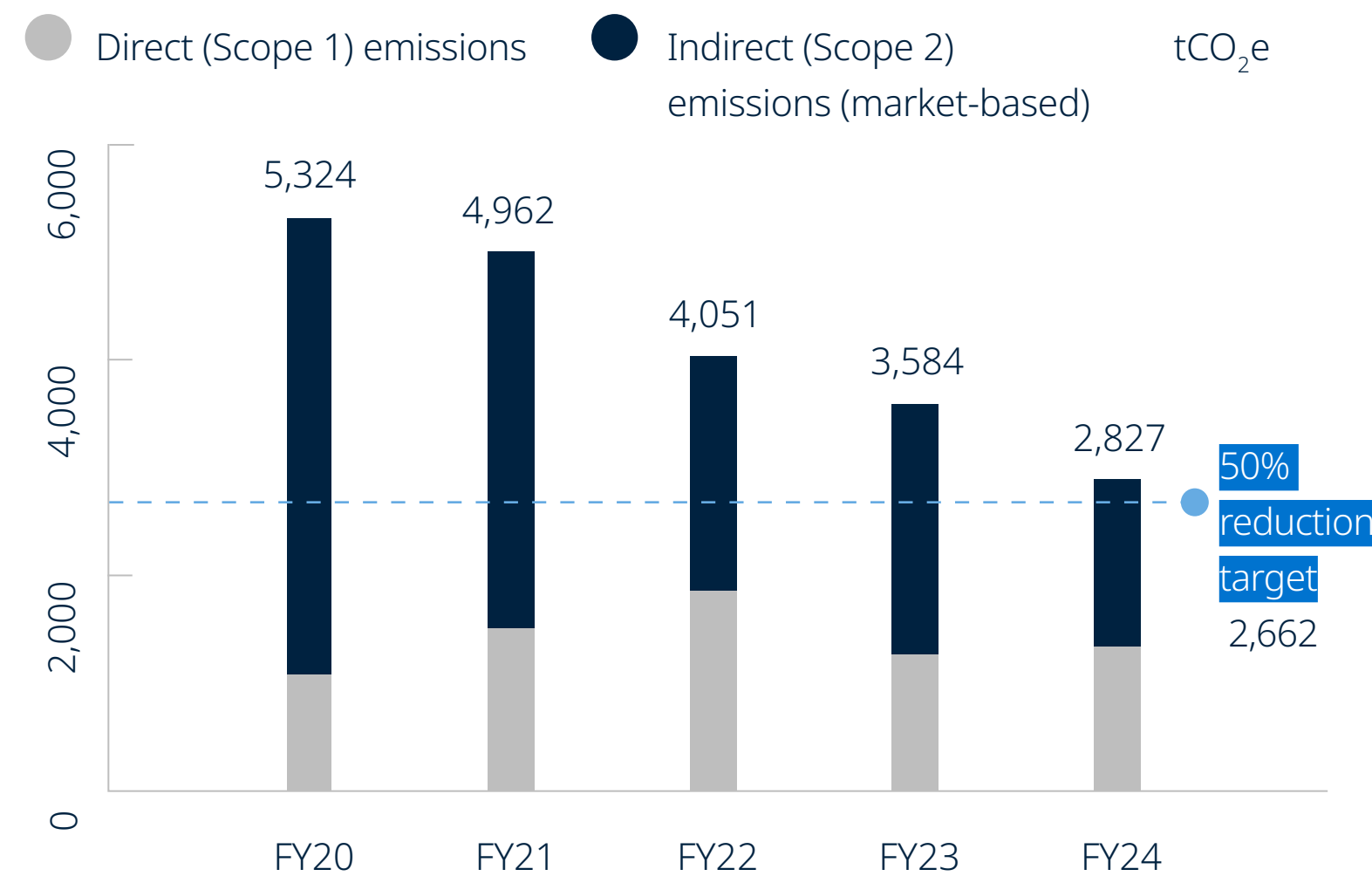
4% of our operational carbon footprint in 2024 came from the running of our workplaces internationally. This includes:

- **Scope 1 emissions:** gas, diesel, refrigerants
- **Scope 2 emissions:** purchase of electricity

We've reduced our Scope 1 and Scope 2 emissions by **46%** from our 2019 baseline. We also achieved a year-on-year reduction of **21%** between FY23 and FY24.

To reduce the carbon footprint of our workplaces, we're optimising offices and buildings for greater efficiency. This includes switching to renewable energy, and planning for and choosing new office spaces differently.

DLA Piper's workplace emissions



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.

In the UK and Europe, energy efficiency measures have led to GBP152,714 in savings in FY24, equivalent to 538 tonnes of CO₂e.

We've added additional offices to our optimisation programme, including Madrid, Brussels, Budapest and Amsterdam. In total, 16⁸ offices have been audited, enabling them to monitor their own carbon emissions and energy efficiency. We track all improvement opportunities and actions in our environmental data management system, so each office can take ownership of their actions.

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



Solar panels and smart meters for our London office

In our London office, one of our biggest, we're exploring options to install solar panels on the roof in the next few years. More immediately, our London office is planning to install smart meters, the first of our offices to do so. The meters will provide real time data and insights we can use to further optimise energy use.

⁸ Two of these offices we have since moved on from, so the total of our current offices that have been audited is 14.

Integrating sustainability thinking into IT

We take a cloud-first approach to reducing the environmental impact of our use of IT. Last year, we achieved a major milestone by moving 90% of our services out of medium to high emission data centres to a 100% renewable cloud provider.

This allows us to manage more of our data externally while reducing our climate impact. It also means that new offices and office refurbishments will need fewer physical hardware assets such as network equipment and cabling – a crucial element of our future workplace strategy.

Finding the optimal sleep mode setting

We've also been looking at ways to save energy by using office IT more efficiently. For example, all our monitors' sleep modes are set to turn on after 20 mins of inactivity. We've found that this is the most efficient setting, as shorter sleep mode activation times require monitors to be powered up and down more frequently, cancelling out any energy saving.



Viewing IT decisions through a sustainability lens

In 2023 our IT department ran sustainability assessments against their key deliverables. The results have helped the department make more climate-conscious decisions, and to raise awareness of the ways IT can have a positive impact on the environment.

As part of the assessment process, the IT department created a bespoke tool to perform sustainability analysis in a consistent way. The tool was **shortlisted** for the 2023 Yorkshire Legal Awards under the LawTech Initiative of the Year category.

Renewable energy

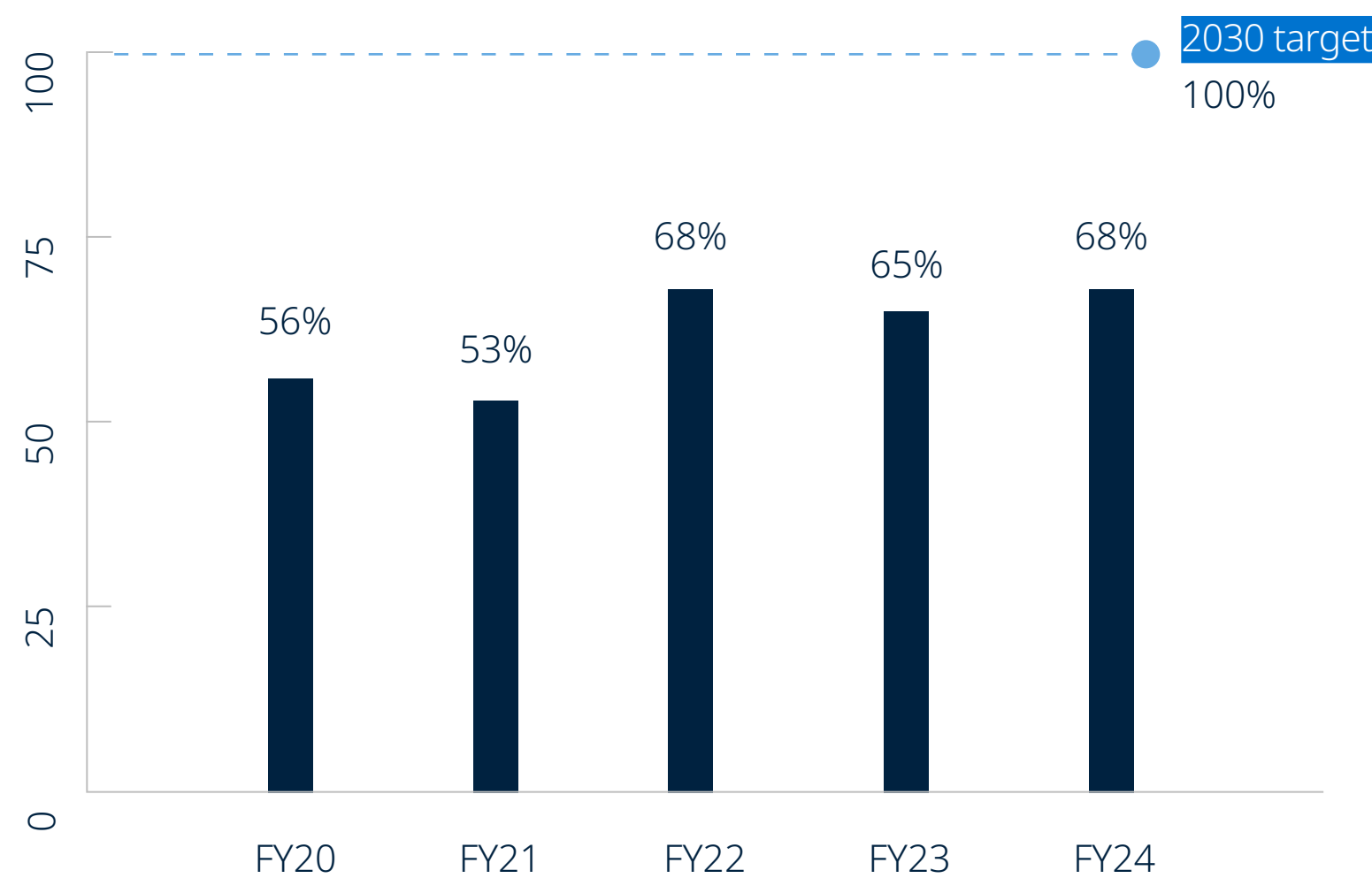
In 2024, 68% of our electricity was sourced through power suppliers under green tariffs.

In the UK, 99% of our electricity came from power suppliers under green tariffs, and we have plans to reach 100% by 2025.

Across Europe, 61% of our electricity came from power suppliers on green tariffs.

We have a target to reach 100% electricity sourced from green tariffs in all our locations by 2030.

% electricity sourced via green tariffs in all locations



Setting and meeting our UK 2025 renewable target

In 2020, as part of the Legal Renewables Initiative (LRI) in the UK, we made a commitment to ensure that 100% of our electricity in our UK offices would come from genuine renewable electricity sources by 2025.

Currently we purchase renewable source electricity for each of our UK offices through our power suppliers under green tariffs, in accordance with the GB Fuel Mix Disclosure rules. Through these supply agreements, in 2024 99% of electricity consumed in our UK offices originated from renewable sources. We intend to increase this to 100% by 2025.

In 2022 we signed our own power purchase agreement (PPA) with a solar plant in England, which from spring 2025 is expected to generate electricity in excess of the annual consumption of our UK and EU offices. Through the signing of this PPA, we have enabled the financing and construction of this solar plant, injecting further renewable source electricity into the GB electricity grid and, through the GB-EU interconnectors, into the wider EU grid. Over a 20 year term, under the PPA we have the sole and exclusive rights to acquire all REGOs produced.

Meeting our 2030 target in the rest of our locations

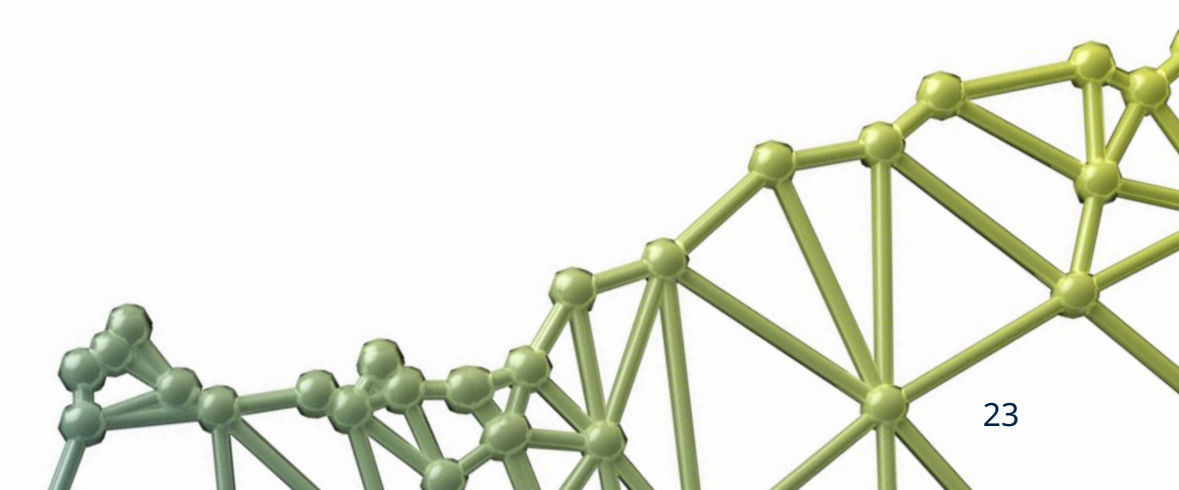
Across our European offices, we source nearly 61% of our electricity from renewable energy sources under similar supplier green tariffs. The next step will be to work towards sourcing electricity via green tariffs in our offices in Asia, Australia, and Africa by 2030.

Meeting our international target will be challenging because many of our locations have different approaches to renewable energy. For example, in Belgium, renewable energy is sold only to private residential areas and not commercial properties. In Germany, the cost of renewable energy is hidden in the overall service charge. We're taking a country-by-country approach to resolving these issues, in consultation with our landlords and electricity suppliers.

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.

Adding new renewable electricity to the UK grid

The Bindwell Lane Solar Project, which is the subject of our Corporate Power Purchase Agreement (signed on 26 January 2022), is currently under construction. Once it is fully constructed and energised, it will generate 13 megawatts of additional renewable power that will be supplied directly to the UK's national grid.

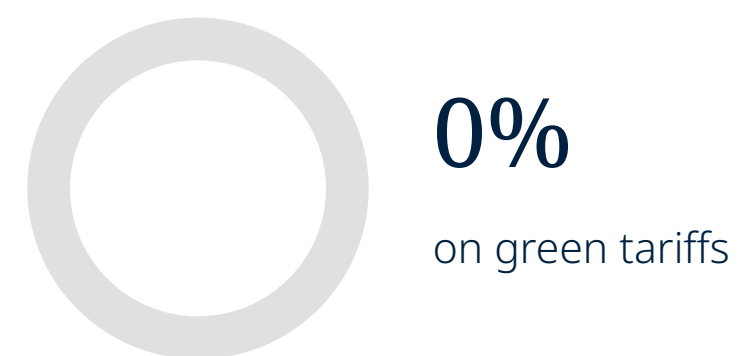


Renewable energy

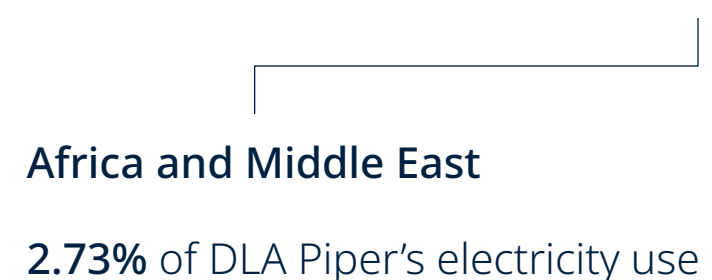
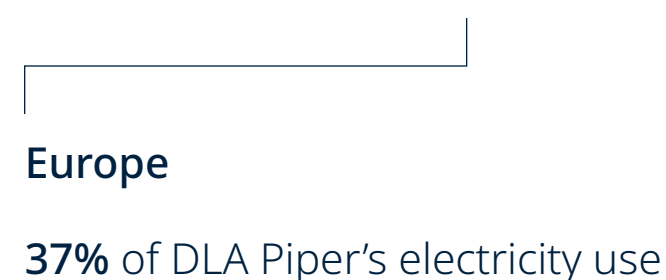
Renewable electricity by region in 2024



UK
45% of DLA Piper's electricity use



Asia Pacific
15% of DLA Piper's electricity use



Future workplace

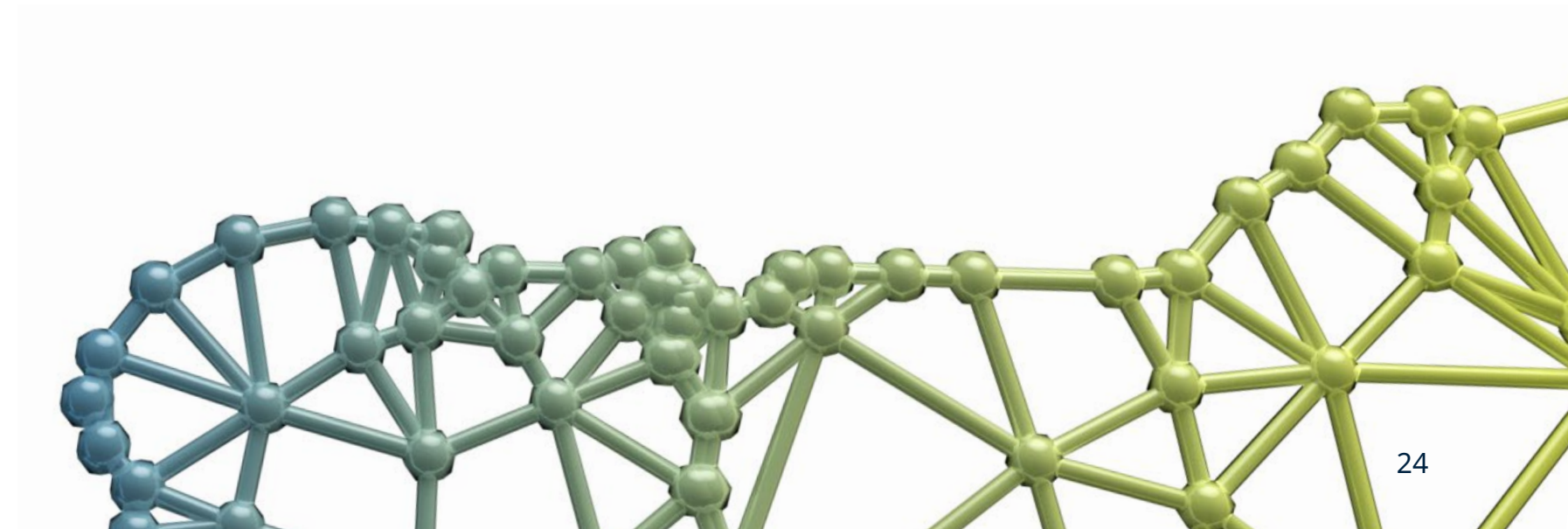
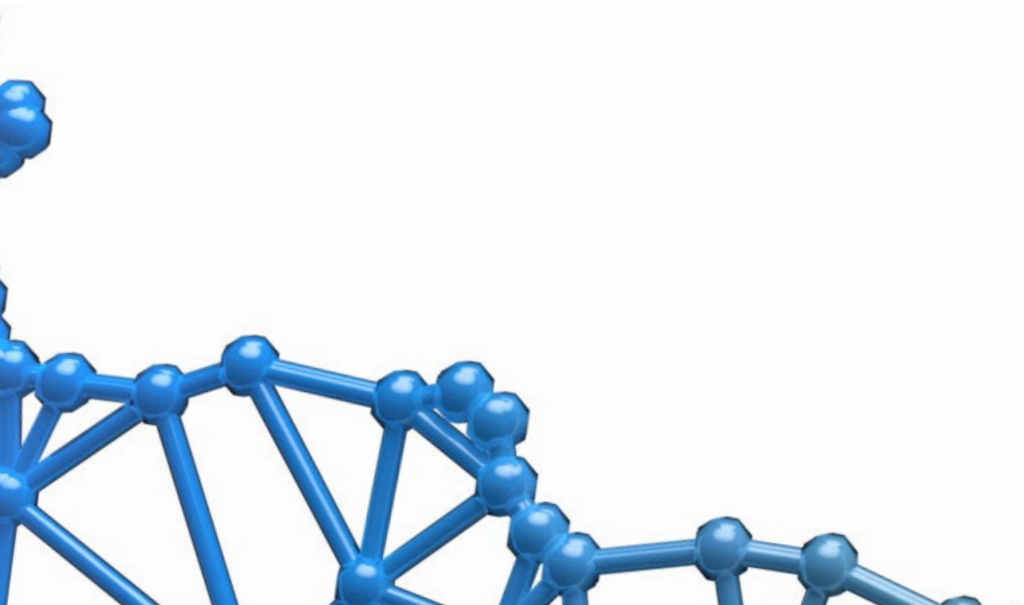
When we design new offices or refurbish existing ones, we aim to minimise the environmental footprint of our spaces while ensuring we create great places to work. In 2016 we introduced a set of design principles – the Future Workplace guidelines – that provide guidance on how we do this. The guidelines are centrally led and implemented across our international portfolio.

The guidelines are not mandatory. They aim to create a degree of consistency across our offices, while also respecting local cultures and values.

During the COVID-19 pandemic, we adapted the principles to reflect the growth in home working, and the shift in the purpose of offices towards collaboration and social interaction. 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 using our spaces more efficiently.



The principles promote agile working. Instead of assigning fixed workspaces, we aim to create flexible spaces where staff can move around and choose different work settings depending on their needs at the time.



Future workplace

Out of our 55 offices, 22 have 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.

1

Outstanding

4

Excellent

1

Very Good

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.

2

Platinum

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.

3

Platinum

1

Gold

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.

7

rated with 3 stars or more

ISO 50001

ISO 50001 is the energy management standard, providing a practical way to improve energy use through the development of an energy management system.

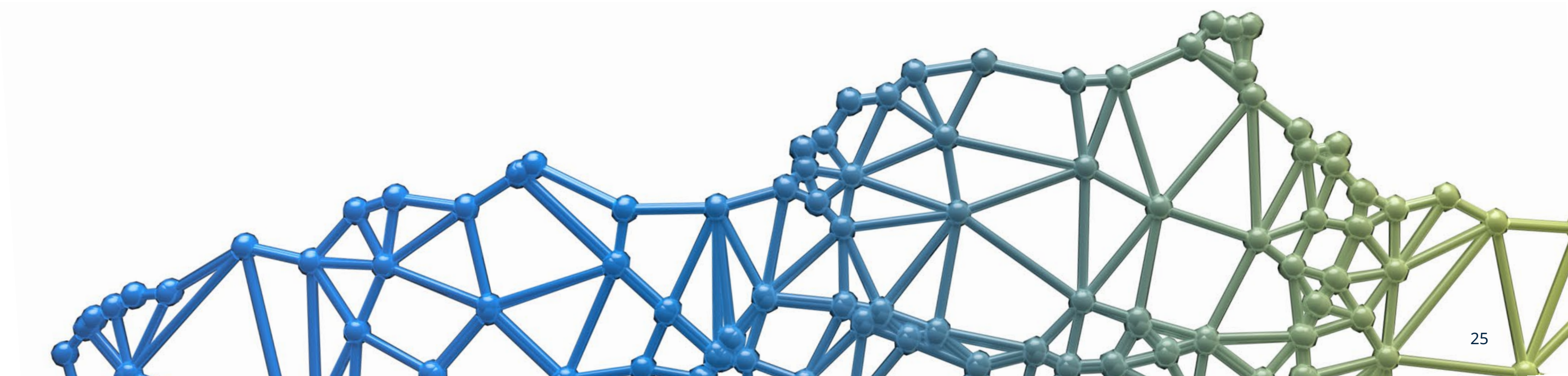
8

certified to ISO 50001

Please note: Some offices hold multiple certifications. Some offices hold certifications not listed here. This list is a highlight of key certifications, rather than a comprehensive list.

Sustainable office highlights

- We worked with the developer of our new Leeds office to make the building **fully electric**, minimising any future use of fossil fuels over the lease term, as long as we're able to source renewable electricity for this building.
- Our new Sheffield office is one of the **most energy efficient office buildings in the UK**.
- Our Brisbane office is planning to move in 2028 to a new building aiming to be the **most sustainable building in the city**.
- Our London office will be installing **smart metering** across the 200,000 sq ft site this year while also considering the feasibility of **installing PV panels** on the roof.
- Our new Amsterdam office has **smart building technology** which regulates temperature and airflow around our space dependent on need and occupancy.
- Our new Luxemburg office has **electric car chargers** and **movement detectors** for our office lightning systems.



Our approach to offsetting

We want to contribute to tackling the climate crisis in the most meaningful way possible. Since setting our science-based target in 2020, we've prioritised decarbonising our business over developing an offsetting strategy. Our approach has always been to cut emissions wherever it's possible, and to offset only when we have to.

Now that our plans have matured, and we're looking to our 2040 net zero target, we must reduce our carbon emissions by 90% in order to be aligned to the Science-Based Targets initiative methodology. As a result, we will develop a compensation strategy ahead of our need to neutralise the residual 10% of emissions at target year.

We want to offset in a credible way, and over the year we'll develop an offsetting strategy to ensure we do this. Our plans will consider co-benefits for wider society, wider legal sector alignment, and synergies we can achieve with our key partners.

We've already started to test beyond value chain mitigation approaches on an ad hoc basis. For example, we've compensated for the carbon emissions from our One Global Community Sustainability and ESG Summit event held in March 2024 by donating GBP4,500 to the UNHCR Refugee Environmental Protection Fund.

Through our pilot Sustainable Instruction we've also compensated for the operational carbon directly associated with taking on a matter by contributing the equivalent amount to the UNHCR Refugee Environmental Protection Fund.





Bringing our people on the climate journey

At DLA Piper, managing our climate impact isn't the role of one department – it's everyone's responsibility. So it's vital that all our people – both fee earners and business service professionals, across all our locations – understand the impact of climate change, our own impacts as a business, and how this is relevant to their roles.

Raising awareness, developing skills

We raise awareness of climate issues and develop the skills needed to support our decarbonisation goals in several ways.

Sustainability Career Development Programme

The sustainability transition is providing a new context for the work we do and how we operate our business. We're developing a firmwide training programme for our people across all of our key functions to equip everyone with an awareness of the core concepts of sustainability and ESG, including in relation to climate change, and empower them to understand how they can contribute to our sustainability strategy.

The programme will build on and update our existing training on sustainability, such as our mandatory new-starter induction, which introduces new joiners to DLA Piper'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. We're a large international business covering many time zones and cultures, and our induction process isn't the same across all our locations. This allows each of our offices to carry out inductions in a way that suits them best, but it also makes it more challenging to ensure that everyone receives the same information.

Carbon Literacy® training

Taking effective climate action requires some understanding of climate science, impacts and policy. In the UK, we offer voluntary Carbon Literacy training to develop this knowledge in our firm. The training, which is accredited by the **Carbon Literacy Project**, focuses on helping colleagues understand what they can do in their own roles to support our decarbonisation goals.

The programme involves a total of eight hours of learning. This includes a self-led module hosted in our Academy, and a live session facilitated by colleagues who have trained as Carbon Literacy Facilitators. Participants make two action pledges as part of their certification. Since March 2022, more than 100 of our people have been certified as Carbon Literate.

Following the success of the UK programme, we're now planning to expand our Carbon Literacy training to other locations, following a pilot in Asia in October 2023. It's important that we take a local approach to Carbon Literacy, so content is tailored to each region's nuances and requirements.

Rolling out Carbon Literacy at DLA Piper



100+

colleagues certified as Carbon Literate

230+

climate action pledges made by colleagues across 12 countries



10

colleagues trained as Carbon Literacy facilitators

55%

Carbon Literate colleagues are fee earners and

45%

are business professionals

120

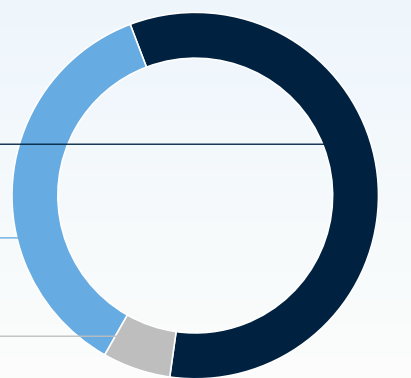
summer interns attended our hybrid Carbon Literacy information session in June 2024

Measuring effectiveness

In our October 2023 firmwide engagement survey, we asked our people whether they feel that DLA Piper is investing enough in sustainability and is becoming more sustainable.

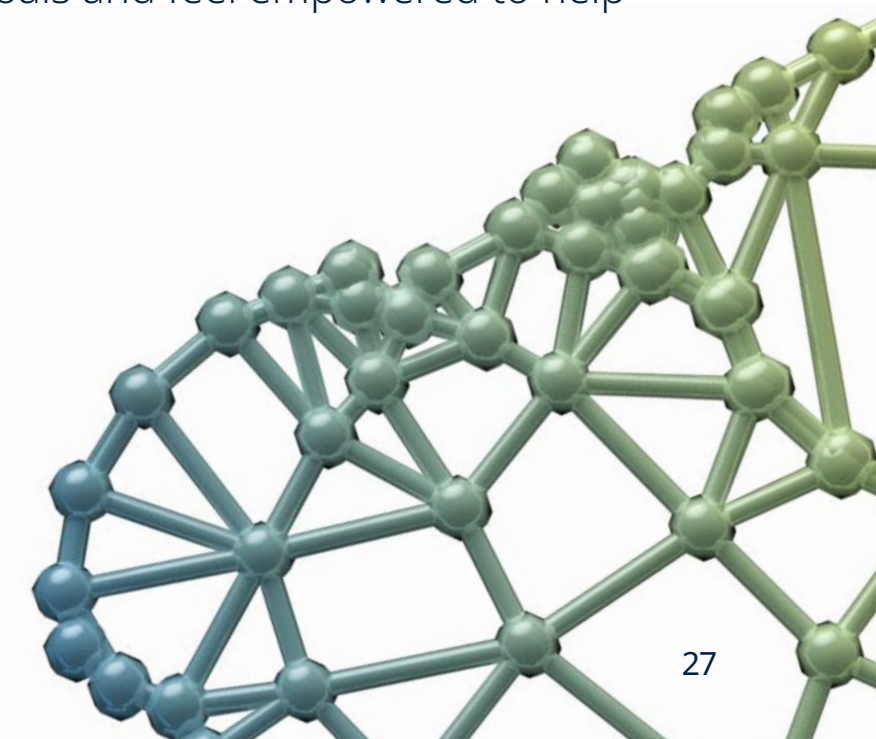
69% of our colleagues responded

- 58% of respondents strongly agreed or agreed
- 36% had no opinion
- 6% disagreed



Our plans for the future

Better communication and engagement around sustainability is a big opportunity for us. Thanks to new tools and technologies, our data quality and availability is improving. This will allow us to continue to make information about the firm's performance more transparent and accessible. By doing so, we'll ensure our people can take ownership of our climate goals and feel empowered to help achieve them, regardless of their role.



Understanding the impact of our advised emissions

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

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

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

Legal Charter 1.5

In parallel, we're seeking to shape the approach of the legal sector more widely to advised emissions. As a founding member and signatory of Legal Charter 1.5, we're actively engaged with several working groups to develop an advised emissions methodology and climate matter classification framework.

The matter classification working group is **developing an approach** to classifying matters according to their contribution to the transition. The group will also offer suggestions on how firms can align this to their due diligence approaches in client onboarding and matter opening.

Our business intake team is exploring if and how this model could be applied to our client and matter onboarding.

Awards and recognition

The Legal Charter 1.5 won the award for Best Environmental/Sustainability Strategy at the **Legal 500 UK ESG awards 2024**.

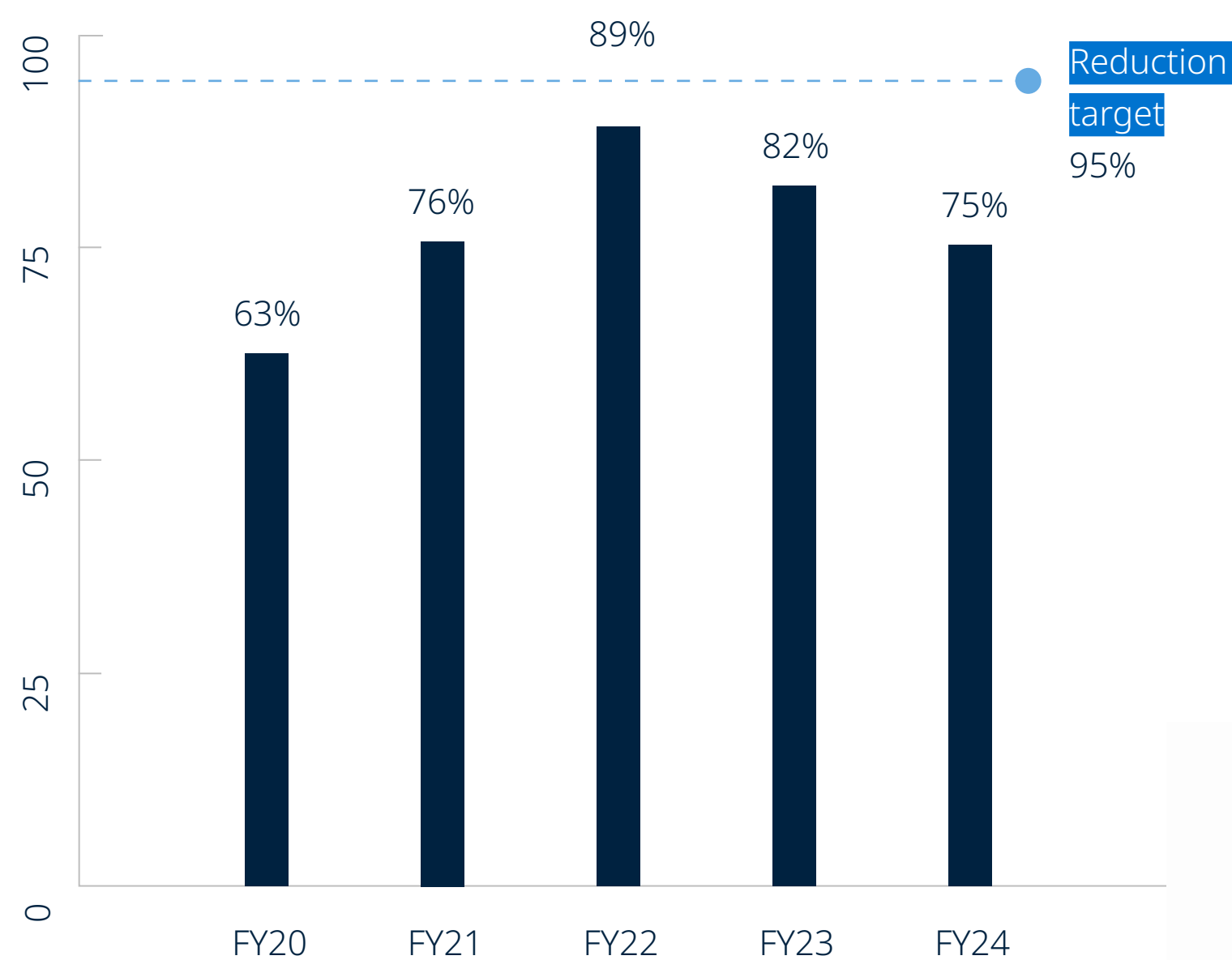


Our other environmental impacts

Waste and resource use

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

% Waste diverted from landfill



For a detailed breakdown of our waste management data please see our [Data Pack](#).

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

Our current waste target is to divert 95% of our waste from landfill. We have achieved this in the UK but our performance across other regions has varied, from 20% in Africa to 60% in Europe, bringing the total to 75%. Our next step will be to consider where we can further improve our waste management practices and to continue reducing waste generation.

Our future plans focus on driving down waste generation and demand-side management through our procurement processes. This will involve procuring as much as we can from suppliers who have take-back programmes, reducing packaging, and embedding circular economy principles throughout our processes. We'll also prioritise eliminating single-use plastics across our offices.

In the coming years we'll work with our landlords and suppliers to better understand our impact. We're also planning to launch a new waste policy and commitments.

We want our waste reduction strategy to be as ambitious as possible. However, we're constrained by what's feasible on a market-by-market basis, as different locations have different approaches to building waste management. We also have limited control over what happens to waste in buildings we share with other tenants.



Smart waste management in Brisbane

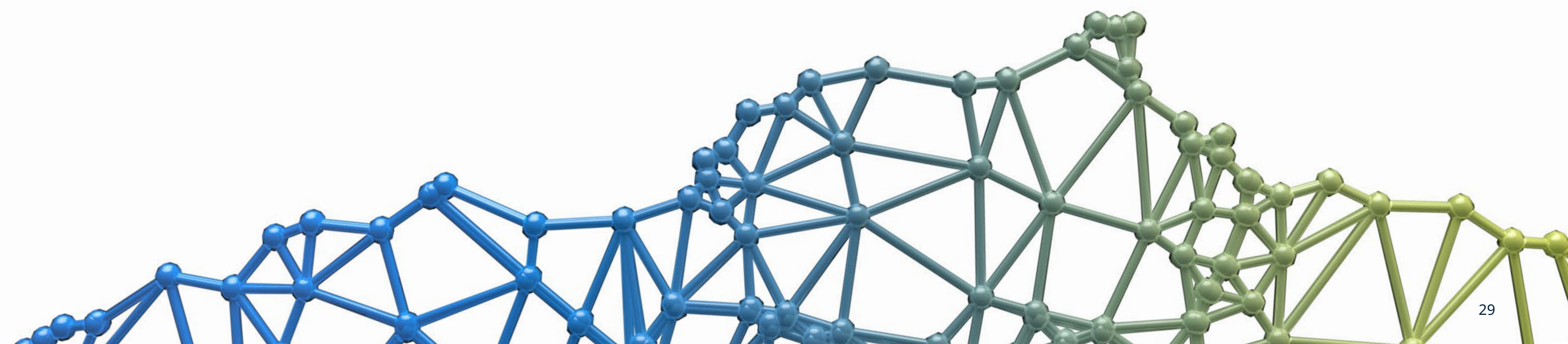
At our Brisbane office, we've introduced Method Recycling Bins – a smart waste management system that will make it easier to track where and how we generate waste. The smart bins not only include signage encouraging responsible recycling practices, but also scales that weigh waste and share the data in real time.

Thanks to the new bins, we'll soon have accurate data on our day-to-day waste disposal habits, and which areas of the office generate the most waste. This information will be accessible to everyone in the office via a TV dashboard, along with details of our waste management initiatives and guidance on how to minimise our landfill impact.



Eliminating single-use plastics

Across our offices, we're continuing to make progress in phasing out single-use plastics. Most recently, our Bangkok, Hong Kong, Shanghai, Singapore and Beijing offices replaced plastic water bottles and take-away cups with reusable glass water bottles. Our London office canteen no longer provides single-use takeaway coffee cups.

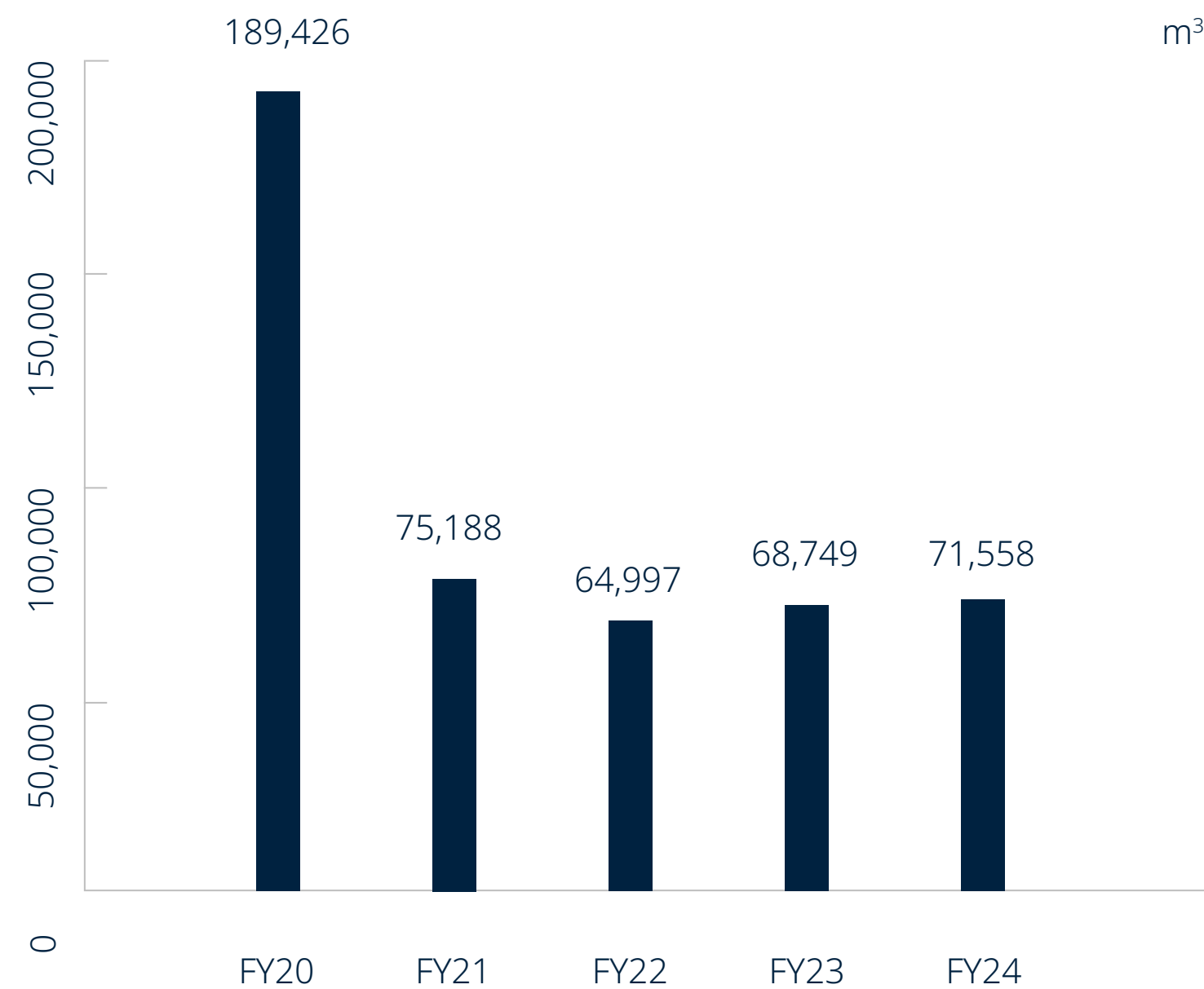


Water use

Water consumption is the smallest of our operational environmental impacts in terms of materiality. We're an average office water user, with municipally supplied water primarily being used for hygiene and food preparation purposes. As most of our offices are rented, we have limited control over our water supply and water conservation measures.

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

Water consumption



In FY24, we used

9 m³



water per colleague

about

59

bathtubs.

Although we don't currently have an international target for reducing water consumption, many of our offices have introduced water conservation measures.



Measuring water stress

Last year we carried out a study of levels of water stress in our international office locations, using WRI's **Aqueduct tool**. We learned that **8** of our 55 offices are located in areas of high and extremely high water stress. And **16** were located in low water stress areas.

We're now integrating this data into our internal reporting and communication, so it can inform our office optimisation decisions.



Putting wastewater to good use

In Beijing, our landlord has a system in place for reclaiming wastewater and reusing it to flush toilets and water our office gardens. While the DLA Piper office space is only a small part of the building, the whole office building generates and uses about 7,000 tonnes of reclaimed water every month – **equivalent to about three Olympic swimming pools**.

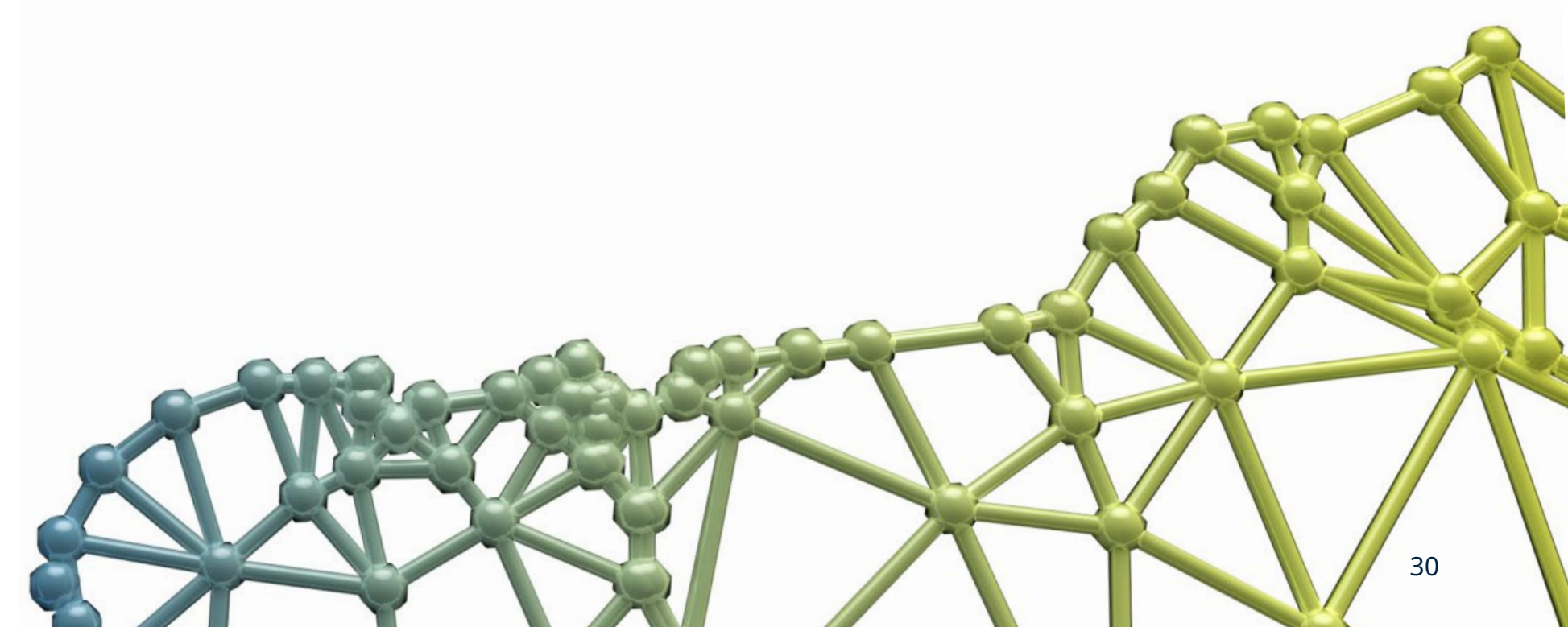
Nature and biodiversity

Climate, biodiversity and nature are closely related, and it's important we understand our impacts holistically. We're planning to assess potential biodiversity and nature impacts in our supply chain over the coming years and, as a first step, we've set out new biodiversity and nature expectations for suppliers in our **2024 Supplier Code of Conduct**.



Engaging in biodiversity initiatives

A study we carried out in 2023 found that our Perth office is located in a key biodiversity area. After engaging with our landlord, we learned that the City of Perth is managing potential impacts by incorporating urban greening into major projects as part of their Urban Forest Plan. We'll continue to stay engaged in local efforts and look for opportunities where we can help.



Our wider influence

Our key external involvements

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. Read more about Legal Charter 1.5 on [page 28](#).

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. We were recently awarded the 2023 Terra Carta Seal from SMI, which recognises global companies that are actively leading the charge to create a climate and nature-positive 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.

The Chancery Lane Project (TCLP)

Through our membership of TCLP, we work with other legal and industry professionals around the world to create contractual clauses that enable solutions to climate change.

Net Zero Lawyers Alliance (NZLA)

We're a founding member of the NZLA, and JP Douglas-Henry, DLA Piper's Managing Director, 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 have 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.

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.

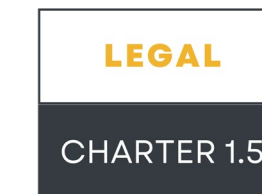
Campaign for Greener Arbitrations

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 (CISL)

In 2022 we launched a multiyear partnership with the University of Cambridge Institute for Sustainability Leadership (CISL) called the Future of Boards. This ground-breaking collaboration brings high quality academic research together with board members and other key business leaders around the globe to examine how boards are being affected by climate, nature and social issues. The project aims to provide practical recommendations on how boards can be fit to thrive in a more sustainable future. You can read the outputs of this research [here](#).

Campaign for Greener Arbitrations



net zero lawyers alliance



Leading the industry conversation on climate

DLA Piper at COP28

Last year's COP28 climate conference took place in December in Dubai. A global team of DLA Piper delegates attended the conference, contributing to crucial discussions around the climate transition and advising states in their COP negotiations.

COP highlights

State negotiations. At the conference we negotiated on behalf of Georgia, continuing the work we did at COP27 and at previous climate COPs. We also negotiated on behalf of Mauritius, a country that is considered particularly vulnerable to the impacts of climate change.

C-suite dinner. At our annual COP C-suite event, we hosted Emmanuel Faber, Chair of the International Sustainability Standards Board, and senior leaders from multinational businesses across the world to discuss the key challenges that the private sector is facing in the climate transition in a fragmented regulatory landscape.

Transition plans panel. In association with City of London Corporation, this panel event explored the emerging trend for mandatory transition plans and discussed how businesses are responding to these requirements.

Green tech conference. In this half-day conference, we delved into the nexus of technology, sustainability, and innovation, exploring the transformative potential of green tech for businesses and the environment.

Everything, everywhere, all at once. This event was hosted by DLA Piper on behalf of the International Bar Association, and we participated in a panel which discussed the essential role of lawyers in tackling the triple planetary crisis.

Sustainability Moot. We hosted a competition for law school students from across Europe, the Middle East and Africa which challenged the brightest future legal talent to address complex issues related to sustainability and ESG.

Launch of Carbon Tax Model Law. We launched the Carbon Tax model law, available to governments and legislators of 56 Commonwealth countries, for use as a starting point to prepare new legislation or adapt existing statutes (see more on the [next page](#)).



Sustainable Markets Initiative award

Last year, we were one of 17 global businesses to be awarded the Sustainable Markets Initiative's 2023 Terra Carta Seal. The award recognises companies that are actively leading the charge to create a climate and nature-positive future.

The award recognises our firm's role in delivering positive climate transition change through sustainability initiatives. Legal and regulatory frameworks are a key barrier to delivering climate transition, and our initiatives have sought to address the challenge by applying the power of law in innovative ways. These include aiming to create the right environments to attract investments in climate adaptation, providing financial incentives to deliver climate transition projects, and supporting governments to participate in international climate and biodiversity negotiations.

We've developed a Model Law on Institutional Investor Public Partnerships which aims to encourage private capital participation in transition projects.

See our [Societal Impact Deep Dive](#) for more about our climate-related pro bono projects.

“It's an honour to be recognised by The Sustainable Markets Initiative for our International business' pro bono sustainability initiative to use our practical legal experience to deliver innovation and positive change. It's vital that the private sector plays a key role in the fight against climate change, and that's why we have sustainability as a strategic pillar within our firm.”

Simon Levine

DLA Piper Global Co-CEO and
International Managing Partner



Leading the industry conversation on climate

Climate training for government officials

In 2023, we joined subject matter experts from across the public and private sectors along with non-governmental organisations in delivering climate-based training for government officials. The project was convened by the Sustainable Markets Initiative.

The training programme (which is provided for free) is aimed at officials responsible for delivering climate-related projects and implementing Nationally Determined Contributions (NDC). It outlines best practice in a wide-ranging number of areas, including the energy transition, finance, insurance, contracting and procurement, indigenous rights and nature-based solutions.

We co-designed and developed the training programme, and DLA Piper climate experts are among the speakers delivering the training webinars.

Advancing climate action through legal pro bono

Complementing our efforts to decarbonise our business, our lawyers give free (pro bono) legal advice support climate justice and conservation around the globe.

Representing Pacific Island states before the ICJ

Small Island Developing States (SIDS) globally contribute the least greenhouse gas emissions, yet are the most affected by the effects of climate change, with extreme weather and rising sea levels threatening their civilizations, cultures and entire existence.

Last year, we began our representation of three SIDS – Tonga, Timor Leste and the Solomon Islands – before the International Court of Justice (ICJ) in a landmark advisory opinion concerning state obligations in respect of climate change. These submissions draw global attention to the experience of islanders at the front line of the climate crisis. The subsequent rulings will potentially have a far-reaching impact, providing clarity on state obligations to protect the climate system.

Read more in our [Societal Impact Deep Dive](#).

Support for climate-focused startups

We continued to support climate-focused startups through our partnership with the venture builders Carbon13 (C13) and the Climate Policy Initiative (CPI). We advise startups developing climate ventures through these programmes on a pro bono basis, providing support in areas ranging from long-term financing to tax and risk issues.

Carbon Tax Model Law

One of the cornerstones of a just climate transition is the “polluter pays” principle – the idea that the highest emitters should pay more for their climate impacts. Last year, we put this principle into practice with the drafting of a Carbon Tax model law, launched at COP28.

Instructed by the Commonwealth Secretariat, a cross-practice team of DLA Piper tax lawyers and climate specialists worked together to draft the bill, which will help countries implement a carbon tax to reduce greenhouse gas emissions.

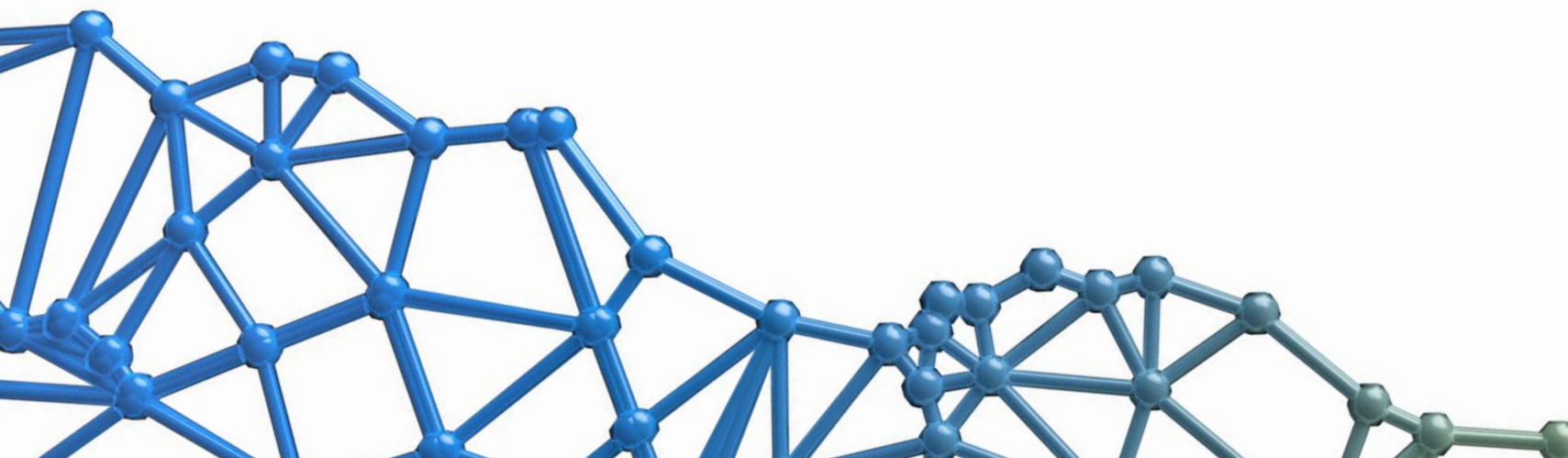
As well as taxing fossil fuel companies and industrial emitters, the model law also includes features to mitigate against the potential adverse effects of carbon pricing, such as recommending ringfencing revenue for investment in low-carbon infrastructure and processes for consulting indigenous communities.

As well as drafting the text of the model law, the team prepared detailed guidance for policy makers on how to implement each section of the bill, taking into account different economic, social and political contexts.

The **model law** is available to governments and legislators of 56 Commonwealth countries, for use as a starting point to prepare new legislation or adapt existing statutes.

“Considering the growing interest in this area and the need for a coordinated approach, this model law is a valuable resource for all 56 Commonwealth countries, as they seek to avoid the worst effects of climate change and introduce policies for a more sustainable and prosperous common future.”

Rt Hon Patricia Scotland KC
Commonwealth Secretary General



What's next

Our priority is to continue to develop a robust climate transition plan through extensive consultation on our climate commitments, policies and processes with a focus on integration into our wider strategy. This will include progressing our initial climate change risk and opportunity analysis and embedding the findings into our business planning and risk management processes.

Areas we plan to focus on in the near term include procurement and supply chain emissions, and our business travel footprint.

For more about our climate transition planning, see [page 15](#).



Governance of climate impacts

Governance structure and accountability

The DLA Piper International Board

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

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

The Board's Risk Committee

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

The Executive

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

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

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

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

Sustainability and ESG Steering Committee

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

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

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, workplace and renewable electricity. The IECC reports to the COO.

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

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

Each of DLA Piper's 55 offices has an Environmental Lead, who develops and maintains the office-level sustainability plan, oversees environmental data gathering and quality, and updates their Office Managing Partner on the office's sustainability priorities and performance. In some offices, Environmental Leads are supported by eMission 2030 champions who help engage colleagues locally on environmental issues.

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

Our environmental policies

Our firmwide policies guide our actions around environmental sustainability:

Environmental Sustainability Policy

commits us 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 us to continuously improve energy performance and manage carbon emissions associated with energy use.

Sustainable Procurement Policy

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

Supplier Code of Conduct

outlines our expectations for our suppliers across environmental impact, social responsibility and ethics.

We review these policies annually to ensure they're fit for purpose and reflect the firm's evolving approach to sustainability.

This year, we strengthened our Supplier Code of Conduct by integrating more explicit supplier requirements for environmental performance. Our policies are available on our [website](#).



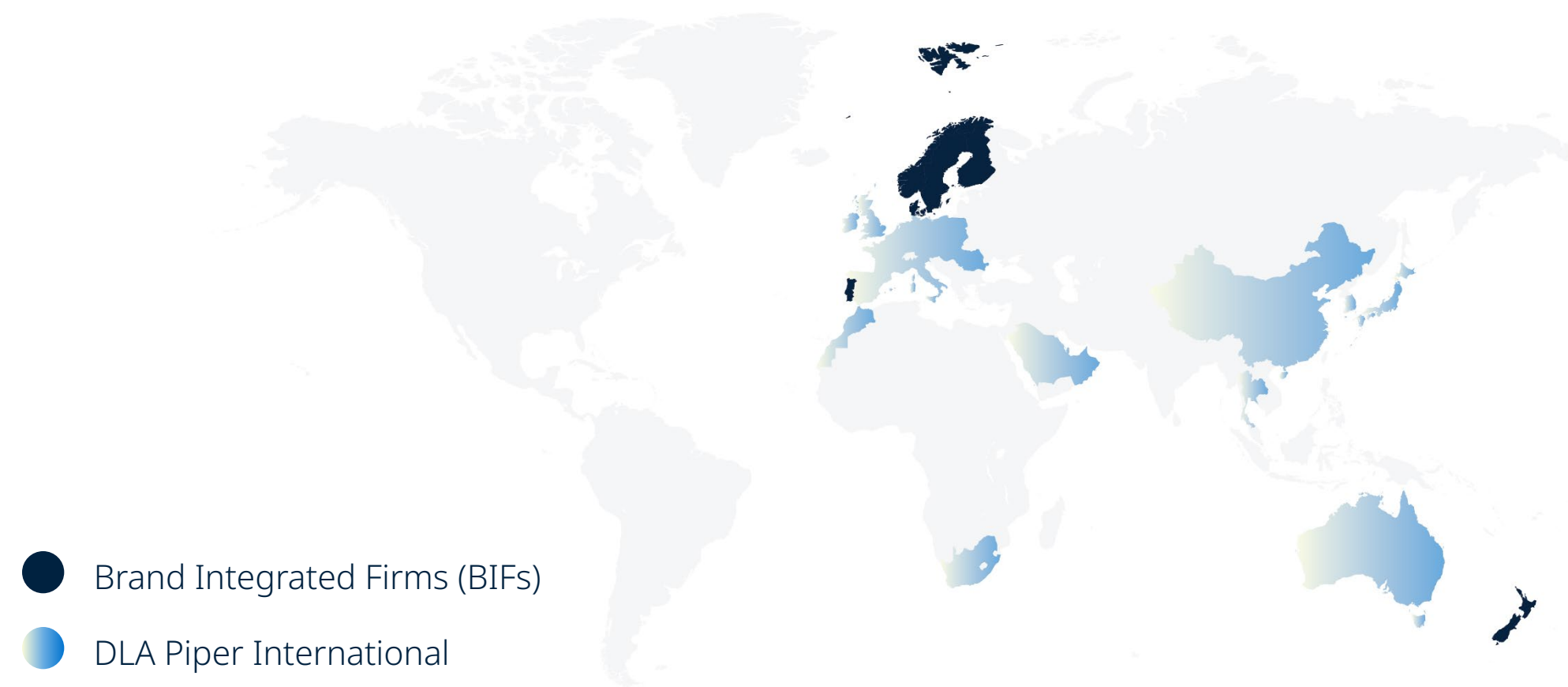
Other information

Scope of this report

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

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

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



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

Some of our locations produce their own additional sustainability reporting:

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

Basis of preparation

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

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

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

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

Sustainable Development Goals and UN Global Compact: We reference our performance against key Sustainable Development Goals throughout the report as relevant.

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

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

The Net Zero Deep Dive is part of our wider 2024 reporting suite. Get the full picture by browsing the rest of our reporting:

Impact Summary

Data Pack

Net Zero Deep Dive

Societal Impact Deep Dive

People Deep Dive

Regional Highlights

Further information

We welcome feedback on our reporting and performance.

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

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



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



Nicolas Patrick
Partner and Head of Responsible Business



Ian Hagg
Director of Responsible Business



Andy Bradshaw
Director of Property & Workplace



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