

DLA PIPER INTERNATIONAL

# People Deep Dive 2024

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

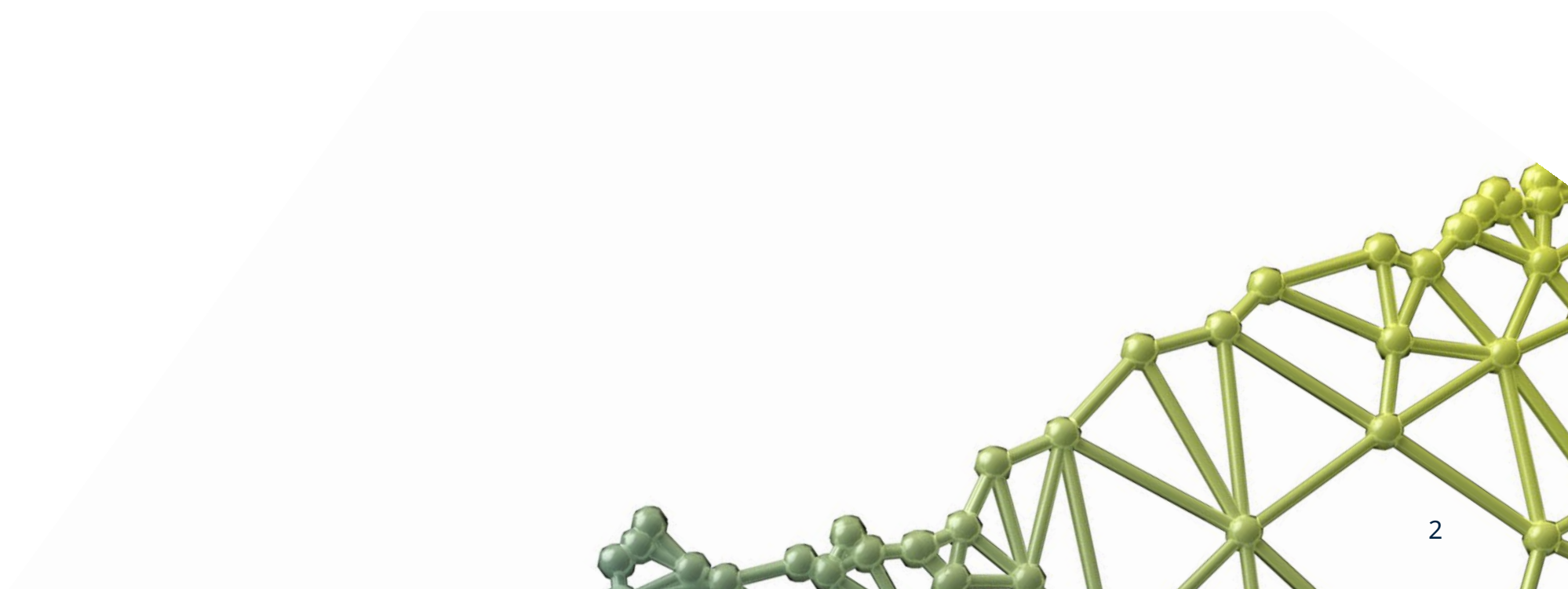
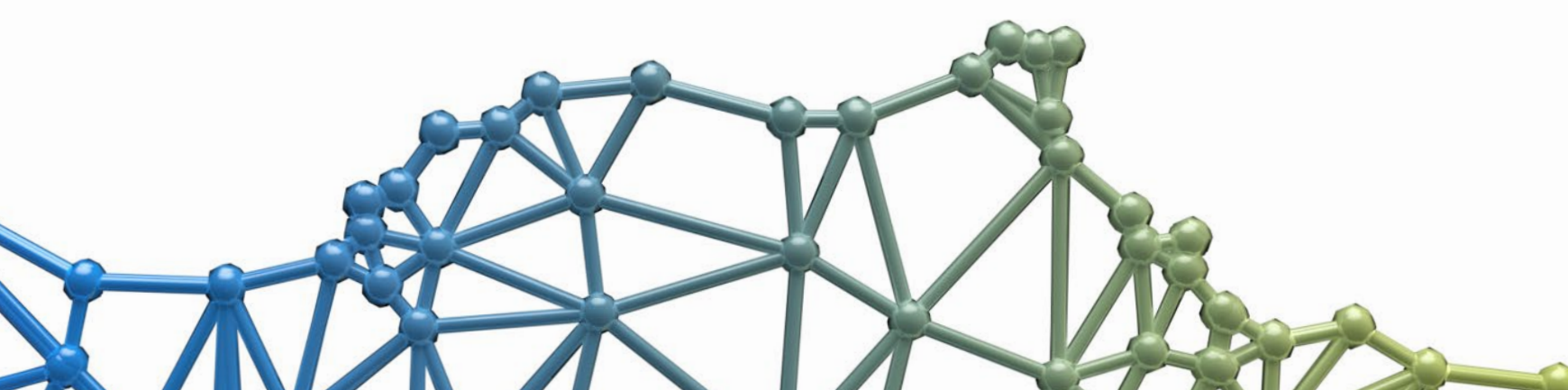
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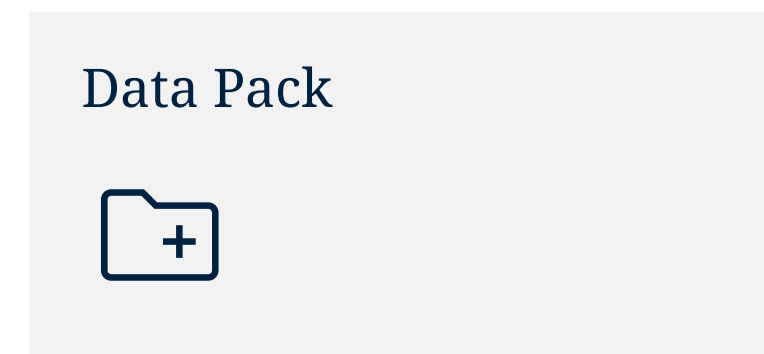




## Our reporting suite

Our People Deep Dive is part of a reporting suite covering our sustainability and ESG activities throughout the past year.

For a summary of all our main sustainability and ESG impacts and how we're addressing them, see our [Impact Summary](#). For a closer look at our performance and progress around our other material issues, read our deep dive reports: [Net Zero](#) and [Societal Impact](#). For more stories and highlights from our regional offices across the world, read our [Regional Highlights](#). For quantitative data related to our progress during the year, see our [Data Pack](#).



## 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 actions and progress in the areas of Diversity, Equity and Inclusion (DEI), Health and Wellbeing, and Nurturing Talent. It's one of three deep dive reports focusing on the sustainability and ESG topics that are

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

## 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 33](#).

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](mailto:responsiblebusiness@dlapiper.com).



World Economic Forum



## 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).

The activities of our offices in the Nordics, New Zealand, Portugal, North America, South America and Central America are not covered here, unless when explicitly referenced. 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 33](#).

## 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 People Highlights

## DIVERSITY, EQUITY AND INCLUSION PROGRESS



**26%**

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



**33%**

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



**71%**

Business Services colleagues come from underrepresented groups *(up from 66% in 2021)*

## ENGAGEMENT AND WELLBEING



**204**

SPEAK ambassadors in 27 offices and 15 countries



**89%**

of UK managers attended health and wellbeing training



**230+**

climate action pledges made by colleagues across 12 countries

## ELEVATE

Matching potential leaders from underrepresented groups with senior partner sponsors



**26**

protégés



**12**

countries across 6 practice groups on our Elevate programme



**87%**

of participants were women

## MOMENTUM

Preparing colleagues from underrepresented groups for senior leadership



**55**

lawyers



**17**

countries



**89%**

of participants were women



<sup>1</sup> Recognising our international remit, this may include, but is not limited to, gender, ethnicity, ability, sexual orientation and socioeconomics.



## 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

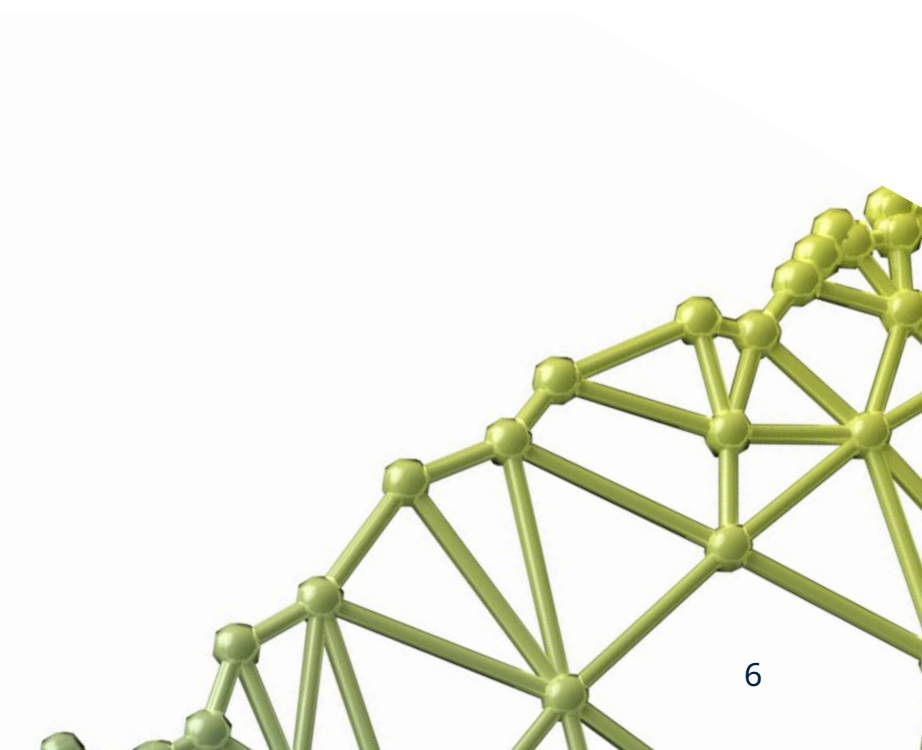
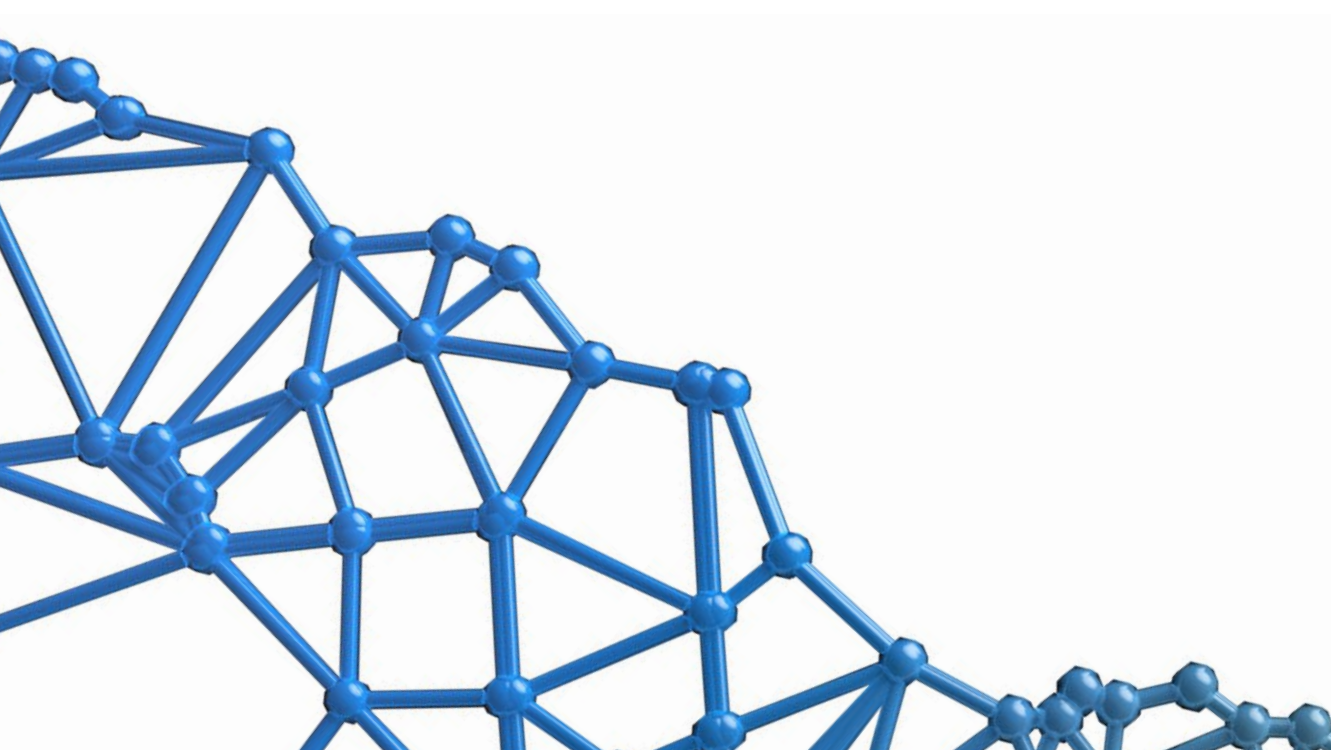
for the environmental category in the Lamp House Annual Report 2023. The inaugural assessment ranked 125 international law firms on their sustainability and ESG disclosures.

##### 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

# 12<sup>th</sup>

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

## Certifications, commitments and partnerships

### Internationally

#### Certifications

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

#### The UN Global Compact

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

#### Race to Zero

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

#### Mindful Business Charter

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

#### Sustainable Recruitment Alliance

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

### Locally

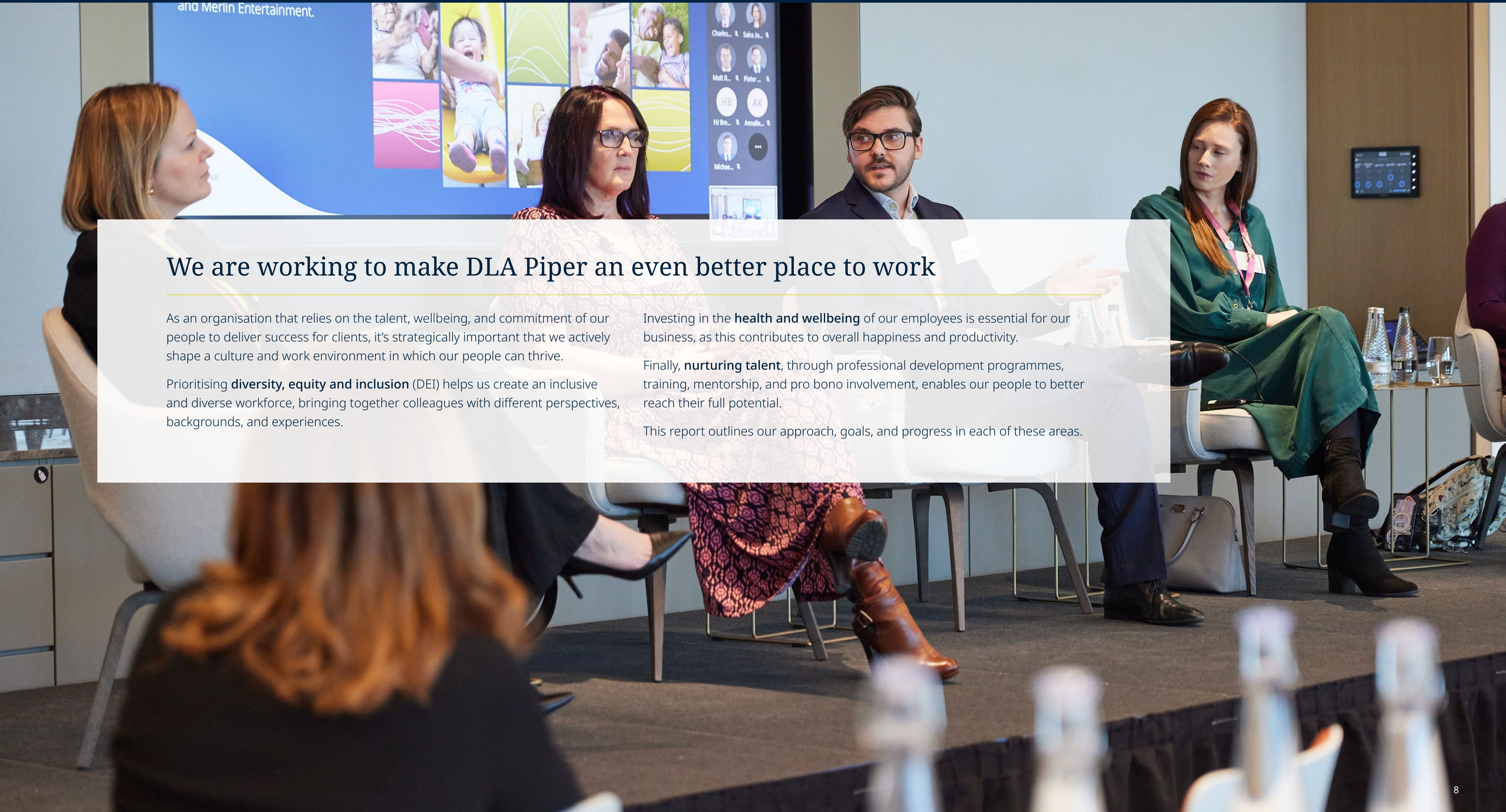
#### Corporate Mental Health Alliance

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

#### The Legal Renewables Initiative

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





## We are working to make DLA Piper an even better place to work

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

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

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

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

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



# Introduction from our leadership

Across the world, our firm is defined by our culture, our people, and our performance. Together, these essential components of our success also form our reputation as a great place to work.

Underpinning our strategy is the aim for all our people to achieve their potential in an inclusive culture. This aims to ensure that we attract, recruit, engage, develop, and retain the best, multi-generational and diverse talent.

We activate our values in our colleagues' daily experience of our firm. A firm where everyone is trusted, invested in, and valued. And a firm where everyone has a voice that is listened to, as we shape a culture that unifies us to be our best.



**Liza Strong**  
International HR Director





OUR PEOPLE GOALS AND PROGRESS 2024

# Making DLA Piper an even greater place to work



**Create a firm wide inclusive culture** where our people thrive, and our clients recognise us as best in class.

**DIVERSITY, EQUITY AND INCLUSION GOALS**

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

**50%+** internal partner promotions from underrepresented groups

Inclusive business services population

**PROGRESS**

**26%** women in partnership (against our goal of 30% by 2025)

**33%** partner promotions from underrepresented groups<sup>2</sup>

**29%** women in partner promotions



**Create a culture where we can do our best work** for the firm and our clients, whilst valuing happiness and health.

**HEALTH AND WELLBEING GOALS**

- Creating an environment in which everyone can thrive, by investing in and supporting efforts to improve the mental health and wellbeing of our partners and employees

**PROGRESS**

**204** SPEAK ambassadors in 27 offices and 15 countries

**70%** engagement index score

**89%** of UK managers attended health and wellbeing training – well above our target of 70%



**Develop an inclusive and high-performance culture** where all our colleagues can reach their highest potential.

**NURTURING TALENT GOALS**

- Investing in our people so they can do their best work, grow their careers, and succeed, whether at DLA Piper or beyond

**PROGRESS**

**230+** climate action pledges made by colleagues across 12 countries

**74+** Elevate programme alumni since 2021, with 46% progressing to partnership

**19** apprentices in the UK

<sup>2</sup> Recognising our international remit underrepresented groups may include gender, ethnicity, sexual orientation, disability, and socioeconomics.



## Diversity, Equity and Inclusion

Our vision is to create a firmwide, inclusive culture where our people thrive, and our clients recognise us as best in class.

*“Diversity and inclusivity are key pillars within our firm’s strategy, and it is only right that our efforts start at the top of the firm. We recognise we still have a long way to go, but the FTSE ranking is a clear sign of our commitment.”*

**Jon Hayes**

DLA Piper Global Co-Chair – in response to DLA Piper ranking in the top 10 of the FTSE Women Leaders Review 2023



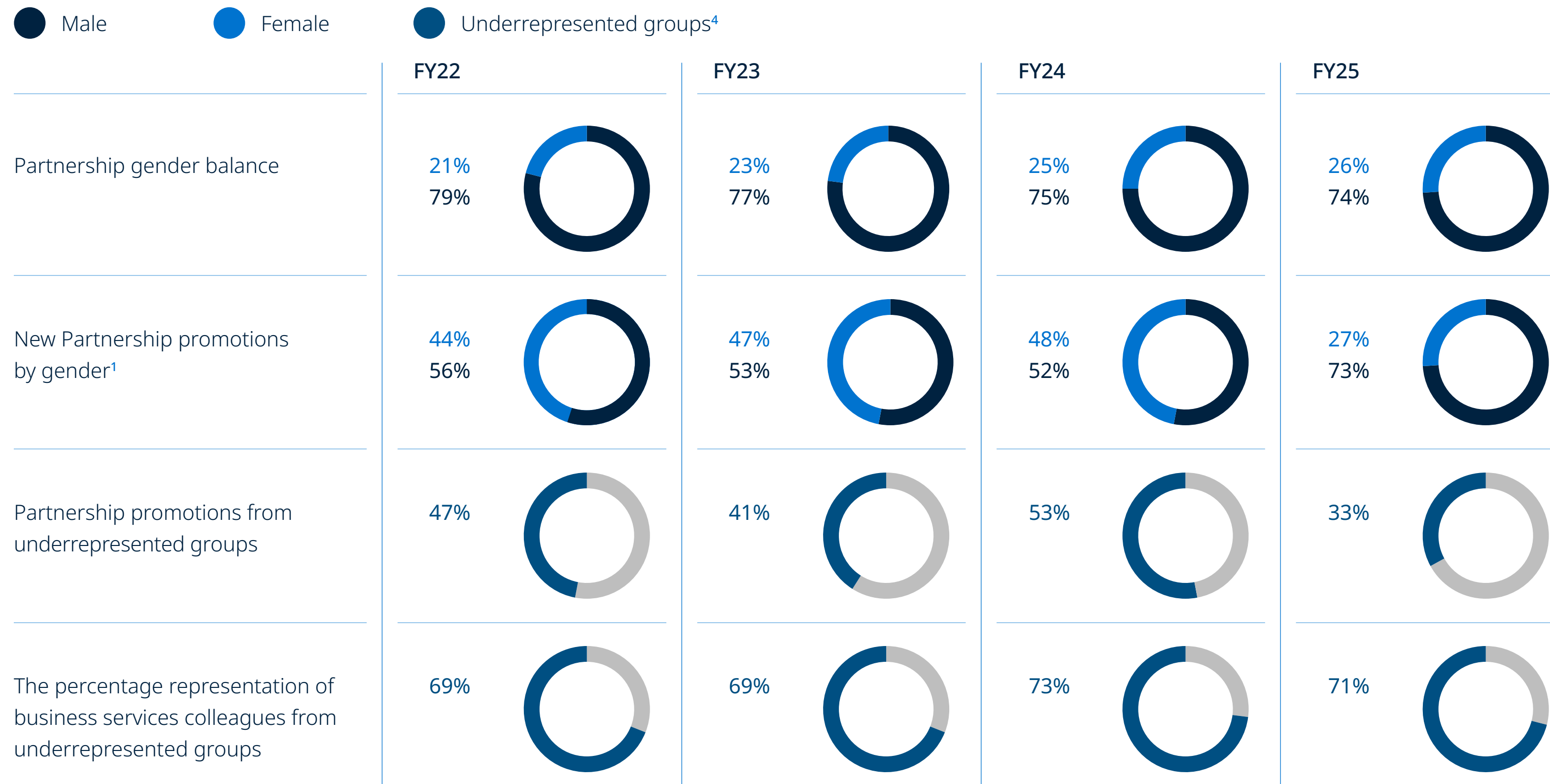


## Our DEI impacts, risks and opportunities

Lack of diversity remains a problem for the legal sector, especially at senior levels. This is evident in lower numbers of partners who are women, and of people from underrepresented groups. Additionally, despite some progress in social mobility, entering the legal profession can still be a challenge for people from lower socio-economic backgrounds, who may lack the qualifications and connections traditionally associated with successful legal careers.

This matters for our business. We know firms that can draw on diverse perspectives and experiences are more innovative, better equipped to manage risk, and deliver higher quality work for their clients. Taking action to improve diversity not only contributes to a fairer and more equal society, but also improves our performance and makes us more competitive.

### Progress against our DEI goals



<sup>3</sup>The % shown records the % of men and women promoted in any given year effective as of May 1.

<sup>4</sup>Underrepresented groups are defined as female, LGBT+, minority ethnic groups, disability and those from a lower socio-economic background. Gender is reported across DLA Piper International offices, and other diversity characteristics are based on UK offices only.

## Our DEI commitments

Our DEI vision is to create an inclusive culture across our firm that helps our people thrive, and that our clients recognise as best in class.

We're working to build a more equal and representative workforce. To focus our efforts and keep track of progress, we've set three international DEI goals:

1. 30% of all partners to be women by 2025 (40% by 2030).
2. At least half of all future internal partner promotions to come from underrepresented groups.<sup>3</sup>
3. Ensure our business services population remains inclusive and representative through proactive and targeted recruitment.

These goals are based on our three core principles:

1. **People** – building an environment that enables our people to thrive.
2. **Processes** – reviewing our people systems and processes to reduce bias and create fair opportunities for all.
3. **Purpose** – being, and being seen as, a responsible business by our clients and the communities we serve.

We continue to see a small year-on-year improvement in the gender balance of our partners. This year we have

# 26%

female representation at partner level, an increase of 1% from previous year. While we are proud of the progress made, we recognise that achieving our goal of 30% female representation by 2025 was intentionally an ambitious goal, which motivates us to continue our dedicated efforts. We are actively implementing additional initiatives and support systems to accelerate this progress and ensure we continue moving towards our goal.



## Our DEI plans and progress

We view investing in diversity, equity and inclusion as a business imperative. We achieve this by building an environment that enables our people to thrive, reviewing our people systems and processes to reduce bias and creating fair opportunities for all and being seen as a responsible business by our clients and the communities we serve.

Our people networks play a vital role in strengthening DEI across the firm. They also provide a safe community where our people can come together to share lived experiences, seek advice and support, and discuss topics that are important to them. Alongside our people networks, we partner with clients and other external specialist organisations to share knowledge and experiences around DEI. Some of these partnerships are with local experts, others are global in scale.



### DEI award highlights

We ranked in the top 10 of private companies in the UK in 2024 for representation of women at board level by the **FTSE Women Leaders Review**, an independent framework supported by the UK Government.

We were awarded the 5-Star Employer of Choice award by **Australasian Lawyer**, Australia's leading independent online publication for the legal sector in 2023.

We achieved the bronze award in **Hong Kong's LGBT+ Inclusion Index**, Asia's first LGBT+ benchmark in 2023.

We ranked 12th in the 2023 **Social Mobility Employer Index**, maintaining our 2022 ranking.

We won the Best Social Mobility Strategy Award at the April 2024 **targetjobs National Graduate Recruitment Awards**.

We were named joint Employer of the Year by the Australian Workplace Equality Index (AWEI) in May 2024. The AWEI is Australia's definitive national benchmark on LGBT+ workplace inclusion, which we currently hold Gold status for 2023/24.

## Female representation

We're focused on tracking and reporting how we're progressing against our DEI goals. These goals form part of a broader journey the firm is undertaking towards creating balanced gender representation.

### Gender and ethnicity pay gap reporting

Driving meaningful change in DEI demands an evidence-based approach. In the UK and Australia, we use gender and ethnicity pay gap reporting as an important tool to measure our progress in this area, accurately and transparently.

**In the UK** we've decreased our employee gender pay gap since last year. Both median and mean employee gender pay gaps have improved compared to 2022. We saw more women move into higher-paid roles, reducing the gender pay gap. This reduction is also influenced by our commitment to inclusion and culture, including the programmes designed to remove barriers and invest in and support female talent. You can read more about our UK gender and ethnicity pay gap reporting [here](#).

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

For more information on our Gender Pay Gap reporting, please refer to our [Regional Highlights](#).

## Learning & development

We run programmes to support high potential colleagues from underrepresented groups, including women, ensuring more balanced representation especially at leadership level.

### Elevate

Elevate is DLA Piper's international sponsorship programme which supports those from underrepresented groups achieve partnership or another leadership role. During the programme, participants are matched with partner sponsors to help them raise their profile internally and shape their business case for promotion to partner.

The programme has been a success, with participants telling us that Elevate helped them achieve their goals, contributed to personal and professional development, and provided practical tools to support their aspirations to become partner.

### Momentum

While Elevate is designed to support those already in senior roles make the leap to partner, there is also a lack of representation at senior levels. Running alongside Elevate, Momentum is a six-month development programme for high potential lead lawyers from underrepresented groups. During the programme, participants are exposed to realistic work-related simulations, as well as the latest thinking in psychology, to help develop the mindset and confidence required to meet their career aspirations.

### Investment for women

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



### Elevate Programme in numbers

- 74 programme alumni since 2021
- 46% have progressed to partnership
- 31% of remaining alumni and 50% of 2024 participants have been identified for partnership in 1-2 years
- 35% of programme alumni have been identified for partnership longer term (2-4 years)
- 26 proteges from 12 countries across 6 practice groups in 2024. Of these, 87% were women
- 5 Partner promotions in 2024 who were Elevate alumni

### Momentum Programme in numbers

- In 2023, 95% of programme participants were female
- 19 lawyers took part across 7 countries in 2023
- The 2023 cohort included 19 high potential lead lawyers from across the international firm
- In 2024, 89% of programme participants were female
- 55 lawyers took part across 17 countries in 2024

### Partnering for gender equality

In March 2024, we partnered with the **General Counsel for Diversity & Inclusion (GCD&I)** to launch the 'Breaking Barriers' podcast, inviting our first guest, Dr. I. Stephanie Boyce. GCD&I brings together law firms, major corporations, and others in the legal ecosystem to champion DEI across the legal profession. The podcast, hosted by DLA Piper partner and LAW network head Christina Sharma, invites women who have made it to the top of the legal profession to talk about their journeys and share personal insights on what it takes to succeed.

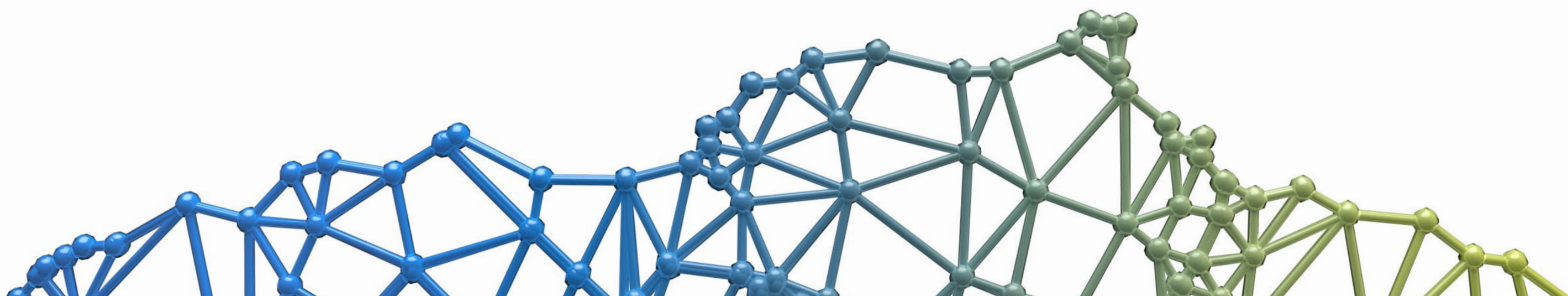
*“The Elevate programme marked the start of a transformative journey at DLA Piper for me. The programme provided invaluable moments to pause, reflect on my career path and listen to the experiences of peers from around the world. I discovered not only our shared commonalities, but also how our diverse personalities and stories contribute to making DLA Piper a truly global firm. The sessions gave me the opportunity to evaluate my leadership style and understand the key steps needed to move from being a manager to a leader. I learned that different styles can coexist and complement each other; I didn't have to change my personality to be a leader.*”

*Overall, the Elevate programme has had a significant impact on my career development. It allowed me to see partnership as a possibility that was not out of reach, a goal that I could achieve and one that the Intellectual Property and Technology Partners in Milan wanted me to pursue.*

*I am now a newly appointed Partner in the IPT team in Milan. In addition, in May 2024, I was appointed Pro Bono Partner, Italy and asked to set up and lead a Wellbeing Committee for the IPT team in Italy.”*

Ginevra Righini

Partner and Elevate Programme Alumni, Milan

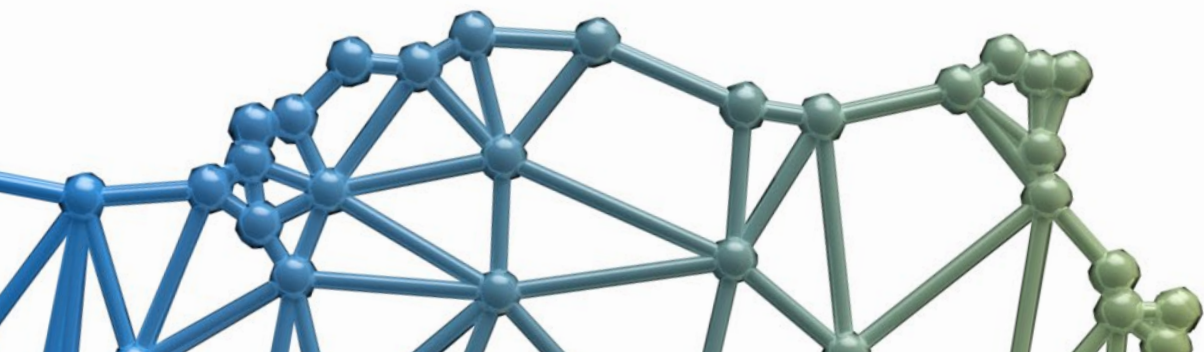




## Championing underrepresented groups

We also know that in our position as a global law firm, we have a responsibility to create a more inclusive culture within our firm and through our clients and suppliers.

Our people play a vital role in strengthening and championing our DEI work across the firm. People networks provide a safe community where our people can learn from one another, share lived experiences and discuss topics that are important to them.





## Strengthening DEI through our people networks

### LAW (gender balance)

LAW (Law Alliance for Women) is DLA Piper's international gender balance network. The group amplifies the influence and voices of women in our firm to challenge inequality and improve gender balance at all levels.

### Menopause support

The network hosted a webinar about the menopause with Dr Nighat Arif, a general practitioner specialising in women's health. The webinar touched on topics such as understanding the menopause and its impacts, and how to support yourself or someone else experiencing this transition.

### Iris (LGBTQ+ inclusion)

Iris is our international LGBTQ+ people network. It engages our colleagues, clients and communities on LGBTQ+ issues, and provides a supportive space for the LGBTQ+ community and its allies. In collaboration with the firm's pro bono practice, Iris also supports a dedicated pro bono unit, Iris Represents, which provides services specifically for LGBTQ+ focused NGOs and individuals. Read more in our [Societal Impact Deep Dive](#).

### Celebrating Pride Month: Strength in solidarity

To celebrate Pride Month, Iris hosted a range of discussions and workshops around the theme of strength in solidarity. These included a panel event discussing the importance of extending active support for the community beyond Pride marches and festivals, and a panel on mental health within the LGBTQ+ community.

### PACT (support for families and carers)

PACT is dedicated to supporting colleagues with caring responsibilities by offering resources, support, and a sense of community for parents, carers, and allies. It provides a community for anyone with parental or caring responsibilities, as well as anyone who wants to know more about how to support those who do.

### Exploring disability within a family and caregiving context

To mark International Day of Persons with Disabilities, PACT collaborated with Merlin and their charity, Merlin's Magic Wand, to host a breakfast discussion with our PACT people network. The discussion explored disability within a family and caregiving context.

*“Since joining LAW, I have witnessed tangible changes through local and firmwide initiatives which have contributed to an increase in the number of females within the partnership. Standout examples include our client round tables on International Women’s Day; our female mentoring scheme; and the ‘courageous conversations’ series, which is designed to foster open, honest, and respectful dialogue about diversity and inclusion within DLA Piper, in particular around gender balance”.*

**Eilis McDonald**

Senior Associate and LAW member

*“To be a truly diverse and inclusive workplace, we need to be able to ‘walk the walk’. Iris Represents evidences our dedicated legal support to the LGBTQ+ community which unfortunately is coming under increasing threat around the world. Whether it’s representing LGBTQ+ displaced people, making representations to governments on the rights and equality of LGBTQ+ persons, or helping LGBTQ+ NGOs with their day-to-day commercial law needs, we are connecting our people to the pro bono work closest to their hearts while making a real-world impact on the LGBTQ+ community.”*

**Chris Rennie**

Senior Associate and Iris Represents Lead

*“As a member of our PACT network, I have been able to engage with many colleagues who are like me, a parent and a carer to my elderly parents. Having this sense of community to reach out to for support and guidance has been invaluable to me. The network’s knowledge is unmatched. We have informal gatherings for peer support and discussions on balancing personal and work life. Formal events throughout the year, like National Carers Week and International Day of People with Disabilities, offer valuable advice and support. Additionally, we benefit from newsletters and webinars on various topics.”*

**Natalie Silver**

Secretary and PACT member



**Mosaic** (race, ethnicity and faith)

Mosaic is committed to celebrating differences and increasing education of cultural backgrounds, race, ethnicity and faith, to aid the improvement of representation and progression at the firm. The network promotes racial equality, fosters conversations about race and ethnicity, and equips colleagues to be allies and change-makers.

**Celebrating Black History Month**

To celebrate Black History Month and its theme #SalutingOurSisters, Mosaic hosted a discussion with Dr I Stephanie Boyce, the first person of colour to become president of the Law Society of England and Wales.

**Horizons** (social mobility)

Horizons is our newest people network which officially launched in 2023. The network provides a supportive community for colleagues from less-advantaged backgrounds to feel supported and empowered to make their voice heard, and for allies to listen without prejudice so that we can build understanding and reduce socio-economic inequality.

**A spotlight on accent bias**

In November, Horizons hosted their first event: a spotlight discussion on Accent Bias. Experts from **The Sutton Trust** presented findings from recent research, alongside colleagues who shared their personal experiences on the topic.

**Enabled** (disability inclusion)

Enabled supports anyone impacted by a disability, neurodiversity, or long term physical or mental wellbeing condition, by helping to break down barriers to disability inclusion in the workplace.

**Hosting a panel on disability in the workplace**

The network hosted the annual summer reception for our charity partner **Business Disability Forum**. Around 100 attendees from a range of industries and sectors joined us in our London office for our panel on disability in the workplace.

*“As a member of our Mosaic Network, I’ve been able to engage in additional initiatives which remind me about the value of diversity in the workplace. A particular highlight was engaging with colleagues to organise and promote our Lunar New Year 2024 celebration – which consisted of cultural insights, food, decorations, and networking. As somebody with Malaysian Chinese heritage, who isn’t as familiar with this side of my roots, this was a great learning experience and an opportunity to appreciate the customs celebrated by others on this occasion.”*

**Andrew Izzet Lee**

Social Impact Manager and Mosaic member

*“We have been heartened by the interest in Horizons up to, and following, the launch, and moreover inspired by our colleagues who have selflessly shared their personal stories, which resonate with many of us. We are looking to work with other people networks on events, given the intersectionality of social mobility with other diversity and inclusion initiatives.”*

**Clare McLaren**

Senior Associate and Horizons Co-chair

*“I have been a proud member of the Enabled SteerCo since its inception and am pleased to be part of the network which prioritizes supporting people across DLA Piper with disabilities through education, promotion and disability-friendly policies. Many of our events have been focused on neurodiversity, helping remove the stigma and making people understand that a more diverse workplace is actually possible.”*

**Elena Riva**

Lead Executive Assistant and Enabled Steer Co Lead



## Maintaining an inclusive organisation through recruitment

Recruitment practices play an important role in driving diversity in our candidate talent pool. We have a rigorous, inclusive approach to recruitment to ensure we provide equal opportunities to people from diverse backgrounds.

- Our long-running Head Start programme continues to support underrepresented young people to explore opportunities in the legal sector. Read more about Head Start in our [Societal Impact Deep Dive](#).
- We introduced the Solicitor Apprenticeship programme as a new route to qualification in 2021. This year we welcomed our third cohort of solicitor apprentices in London and Birmingham. Read more about our Solicitor Apprenticeship programme in the Nurturing Talent section.
- In the UK, we partner with [Diverse Talent Networks](#) to consider diverse talent from less traditional backgrounds and pathways, and to support our business leaders in building diverse professional networks.
- We train our recruitment business partners to write inclusive job advertisements, to encourage applications from a wide range of people.

## Moving the dial on socio-economic diversity

Traditionally, people from underrepresented backgrounds who want to enter the legal profession have faced disproportionate challenges. Barriers include a lack of qualifications and connections, as well as a general perception of law as a profession that is only available to the more privileged communities. As a result, the cycle continues, and law firms and their clients are denied a valuable stream of talent, experience, and insight.

At DLA Piper, we see improving the socio-economic diversity of our workforce not only as a social responsibility, but as a major business opportunity. We're determined to play our part in breaking down the barriers that prevent people from entering the legal profession and ensuring that our sector is a place where people from all walks of life can succeed.

## Highlights of our work on socio-economic diversity

Our socio-economic diversity people network, Horizons, hosted their first event on accent bias (see [page 17](#)).

In April 2024, we were gold sponsors of the 93% Club's annual Social Mobility Factory Event, attracting over 300 state-educated young people equipping them with vital employability skills ahead of starting their careers.

We celebrated our colleagues' stories through our [One Voice Made of Many](#) campaign and during June 2023 [Social Mobility Awareness Day](#).

The number of scholars on our Head Start programme increased to 127 in the UK. Since 2019 our UK firm has hired six Head Start Scholars in the UK as graduates, apprentices, or trainees, while 23 have gained training contracts or apprenticeships at other firms in the same period. Read more in our [Societal Impact Deep Dive](#).

Our Solicitor Apprenticeship programme grew to 19 apprentices across four UK offices. Read more in the Nurturing Talent section on [page 27](#).

Senior leaders Sandra Wallace CBE (Joint Managing Director for UK & Europe), David Ampaw (Partner), Vincent Keaveny CBE (Partner), and Lorraine Reader (Partner) represented DLA Piper and advocated for socio-economic diversity as part of several initiatives including [PRIME](#), and [Progress Together](#).

We continued partnerships with several organisations promoting socio-economic diversity and opportunity, including The Sutton Trust, 93% Club, Social Mobility Business Partnership, and Uptree.

We won the [Best Social Mobility Strategy awards](#) at the targetjobs National Graduate Recruitment Awards 2024.





## Our DEI governance

The DEI Council is responsible for the firm's DEI governance and management. It reports directly to the Executive and the Board. The Council is chaired by our CEO and includes:

- representatives from our practice groups, sector groups and business services teams.
- representatives from each of our employee networks.
- our HR Director, Head of Talent and Inclusion, and Head of Inclusion and Culture.

Council members also include the chairs of our regional DEI committees for APAC and EMEA. The committees' roles include reviewing regional DEI activity and reporting back to the Council, as well as acting as DEI ambassadors in each region.

The Council and committees each meet up to three times a year to discuss DEI data, strategy, and progress, and hold the business to account. Members have a two-year tenure.

As part of our commitment to ensuring there is robust DEI governance at the firm, we have DEI goals for gender and, where possible, other underrepresented groups and diversity in general. All countries are working to achieve these goals, and have their own DEI country plan, with progress being monitored and reported through the Council.

## Our DEI policies

As a global law firm working in 34 countries across the world, our people policies vary by local jurisdiction to meet local needs. We continue to work locally and globally to implement policies that create a more inclusive culture.

Our International Inclusion Guidelines set out DLA Piper's commitment to diversity and inclusion, and the expectations of all our people. Whilst the guidelines apply to all our offices, policies in place across DLA Piper International are subject to local legislation and market practice of the country. The guidelines provide our offices with principles to support our colleagues, and each other, and are at the understanding that they are everyone's responsibility to uphold.

This year we introduced flexible bank holidays in the UK, enabling colleagues to exchange some of our UK bank holidays for time off at an alternative date, for example to celebrate an alternative religious holiday.

Through our Private Medical Insurance (PMI) scheme, provided by AXA, we introduced access to expert support and guidance from neurodiversity specialists. The new online service connects colleagues and eligible family members, to assessment and early support for autism, ADHD, dyslexia, dysgraphia, and dyscalculia. Having neurodiverse talent can bring unique skills to our business, including analytical thinking, problem solving and creativity. We want to make sure our neurodiverse colleagues (and their families) are supported; and the inclusion of this new service will help to do that, bringing us one step closer to creating a truly inclusive culture.

## What's next

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

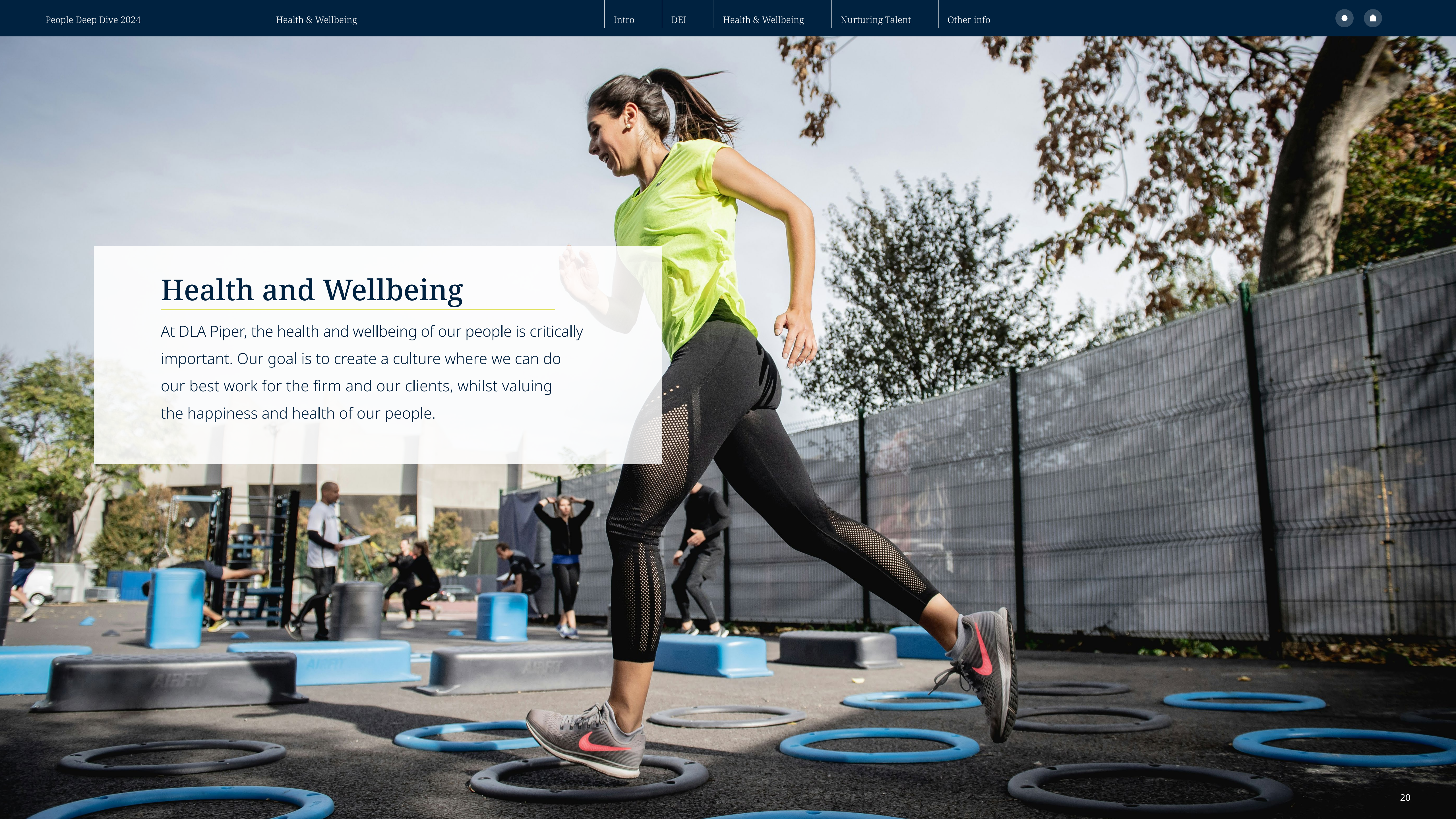
Looking ahead, we will also refresh our social mobility action plan this year. Starting with the UK we will take a holistic view of our strategy, bringing together work across multiple teams to ensure we are delivering high-impact interventions across our outreach, recruitment, and career progression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





## Health and Wellbeing

At DLA Piper, the health and wellbeing of our people is critically important. Our goal is to create a culture where we can do our best work for the firm and our clients, whilst valuing the happiness and health of our people.





## Our health and wellbeing impacts, risks and opportunities

Law is a rewarding profession, but also a demanding one, often associated with a culture of long hours and heavy workloads, which at times can take a toll on the mental health and wellbeing of individuals.

As a firm, we are committed to supporting and advocating for change across the industry, to reduce the stress that inherently exists in the legal profession, whilst internally building a culture where we can talk openly about challenging situations, so everyone feels able to seek help and support when they need to.

Our focus on health and wellbeing also supports our diversity, equity and inclusion agenda. There is a growing body of research showing a link between wellbeing and diversity, with employees from underrepresented groups disproportionately affected by mental ill health and stress. This highlights the need for an aligned, intersectional approach across our DEI and Health and Wellbeing strategies.

## Our health and wellbeing commitments

Our vision is to create a firmwide culture where great work and great health and wellbeing go hand in hand. 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 empower people to take responsibility for their own wellbeing.



### 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.



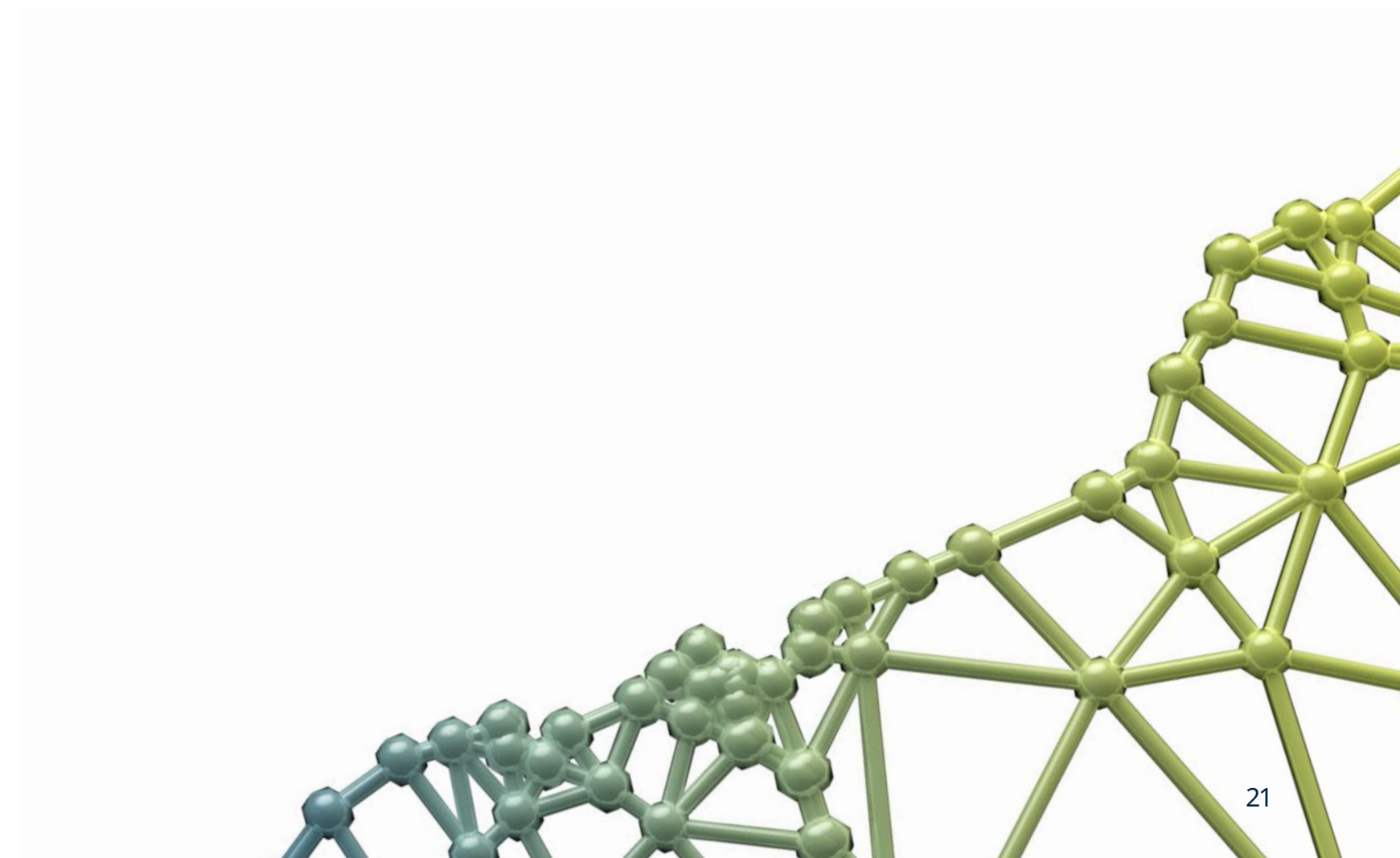
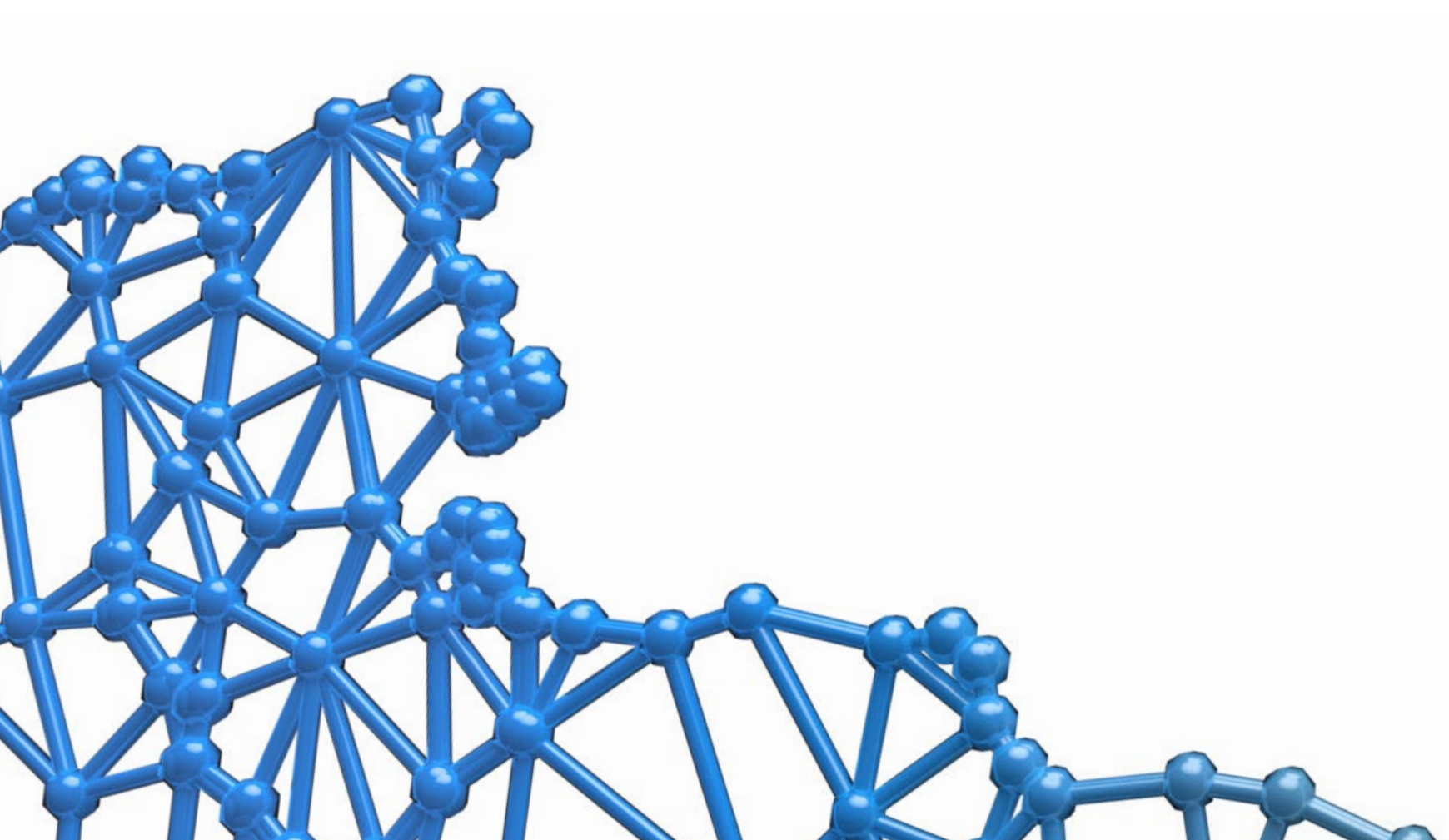
### Prevent health and wellbeing issues

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

## Our pledges and memberships

**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.

**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.





*“Protecting and nurturing the health and wellbeing of our colleagues is critical to them, our business and our clients and remains a fundamental part of our culture and core values at DLA Piper. We continue to strive to create a culture within our firm where everyone can thrive, delivering exceptional work for our firm and clients while supporting themselves and each other. The legal sector can be demanding, and we recognise that pressure and stress can affect us all differently and whilst we can’t eliminate all sources of workplace stress, we can create an environment where we remove the unnecessary sources of stress, talk about it in an open manner and support each other. Alongside continuing*

*to provide a wide-ranging health and wellbeing programme, both locally and internationally, we are continuing to ensure that we have an honest and open dialogue, supported from the top of the organisation, around how to ensure positive health and wellbeing and that we focus on systemic wellbeing solutions so we can work across our firm and wider industry to continue to move the dial on these topics. Over the next 12 months, I look forward to continuing to work with our colleagues, our clients and our industry to continue to drive meaningful change as part of ensuring the ongoing success and resilience of our firm.”*

Jonathan Watkins  
Partner, Health and Wellbeing Steering Committee Lead

## Our health and wellbeing plans and progress

### Making it easy to seek help and support

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

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

To help colleagues manage their mental health, we continue to offer access to the mental health platform **Unmind**. Through our SPEAK Ambassador initiative, we aim to cultivate a safe environment where people feel comfortable about raising mental health concerns. See the next page for more on these initiatives.

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

At DLA Piper, we aim to cultivate a safe environment where conversations about mental health are a part of everyday working life. We want our colleagues to be able to speak 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 Human Resources (HR). We currently have 204 SPEAK Ambassadors, in 15 countries, across 27 offices.

Previously the programme focussed on mental health, but last year we rescoped the role of our ambassadors so that their focus covers health and wellbeing more broadly. We're working to ensure that all our ambassadors have a good knowledge of the 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.



# 204

SPEAK Ambassadors across 15 countries and 27 offices

### Unmind

We encourage colleagues to take a proactive approach to managing their own mental health. In 2022, to support them in this, we launched Unmind, a platform that enables colleagues to assess, understand and improve their mental wellbeing. As well as general advice about mental health, the platform offers tools and resources on a wide range of specific topics, from dealing with depression to managing stress and burnout.

### Addressing concerns

As a firm we are committed to providing a workplace environment and culture that enables everyone at DLA Piper to thrive and achieve a healthy work-life balance. We do this by encouraging active participation in the firm's health and wellbeing initiatives, benefits, and educational offerings.

Where health concerns do arise, each case is treated appropriately and those who are suffering with any aspect of mental or physical ill-health are encouraged to discuss it with their manager or HR representative. Depending on the nature of the challenge we address mental health concerns following the recommended protocol which is outlined in the firm's International Health and Wellbeing Guidelines. These options include:

- Establishing and promoting the use of support systems to enhance the care provided during times of need (including referral to the firm's Employee Assistance Programme (EAP)).
- A referral for external medical advice or treatment.
- A return-to-work programme facilitated by HR, or an external provider, in cases where a colleague has taken an extended period of 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.

This year we have run several support sessions focused on specific topics in relation to local events and tragedies. These have been led by the Employee Assistance Programme (EAP) service and offered support for managing emotions and equipping our HR colleagues with knowledge and resources on specific mental health issues.

### Health and wellbeing training for managers

Managers have an important role to play in improving health and wellbeing within their teams and identifying concerns early. In 2023, we piloted in-person training for managers to spot the signs and symptoms of poor mental health and identify when someone is struggling. The training emphasised the importance of checking in on people and having regular wellbeing conversations. Our next step is to consider the broader health and wellbeing learning proposition and articulate what that will include.

### Health and wellbeing training

89% of our UK managers attended the health and wellbeing training – well above our target of 70%. Following the course, 78% of delegates said they felt able to recognise the signs and symptoms of poor mental health or those who are struggling.



## Fostering a healthy workplace culture

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

Health and wellbeing challenges within our firm vary depending on individual circumstance. To address this, we take a methodical approach, working on a local level to understand the challenges our people face.

### Partner workshop

Since April 2024, we have run two workshops with UK partners and HR professionals to discuss the lawyer lifecycle and partner experience. The workshops helped us better understand the situations that can be a cause for concern from a health and wellbeing perspective, and how we can best support our people to thrive in their role and across their career.

## Creating healthy physical spaces

Since 2016 we have been following a set of centrally led design guidelines for our offices. The guidelines are not mandatory and are intended to respect local cultures and values whilst also allowing us to create a degree of consistency across our 47 offices in 38 countries.

These guidelines are key to creating the spaces DLA Piper need for high performance and collaboration. A key component is to encourage agile working i.e. no assigned workspaces and an encouragement to move around the office using alternative work settings for our various office needs. In support of this principle, we have adopted the idea of “Personas” and “Neighbourhoods”, which promote a sense of belonging and team connection.

### Workplace safety

As a professional services business, doing most of our work 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.

## 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.

<b>1</b> Outstanding	<b>4</b> Excellent	<b>1</b> Very Good
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### 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.

<b>2</b> Platinum
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### LEED

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

<b>3</b> Platinum	<b>1</b> Gold
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### 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.

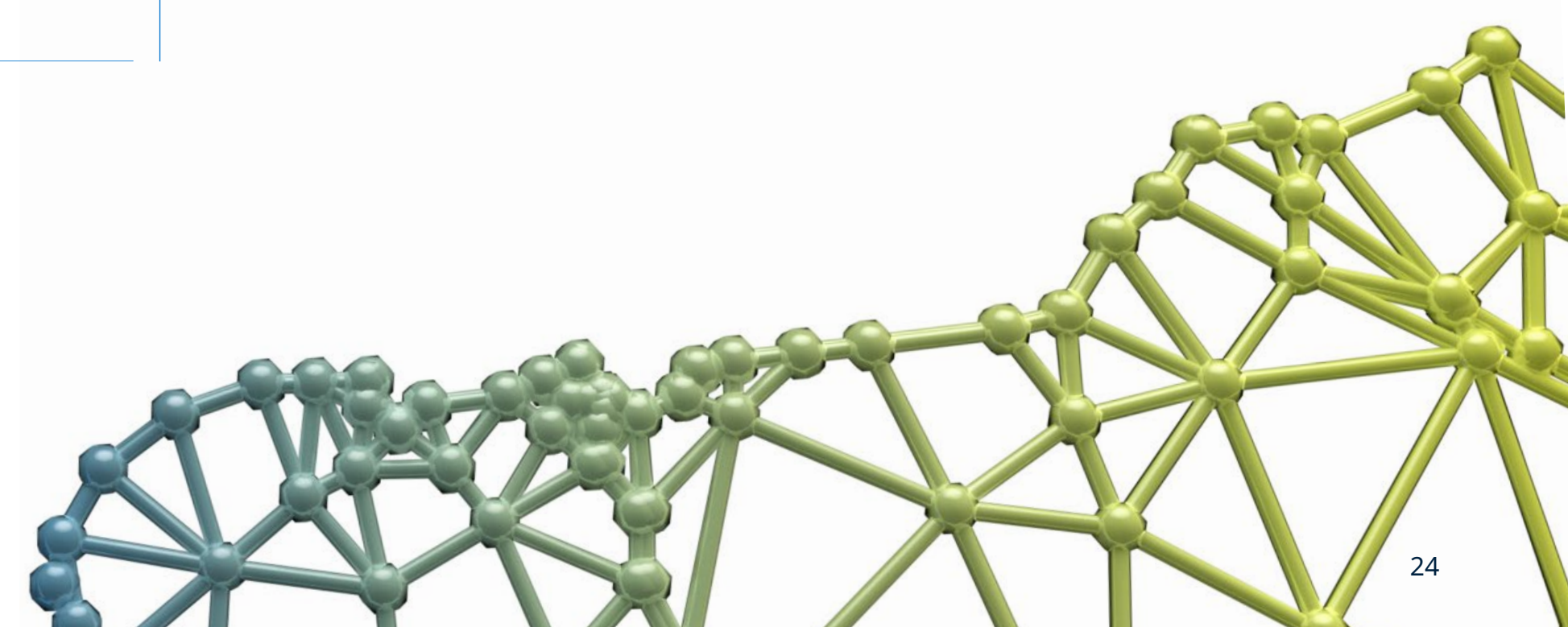
<b>7</b> rated with 3 stars or more
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### ISO 50001

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

<b>8</b> certified to ISO 50001
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Please note, some offices hold multiple certifications and some offices hold certifications not listed here. This list is a highlight of key certifications, rather than a comprehensive list.







## Creating healthy physical spaces

### Ensuring a safe working environment for our people

Following the launch of 'We've got your back' last year, our UK colleagues can now have access to a personal assessment and training of their workstations whether at home or at the offices, receiving a bespoke Healthy Working Plan as a result.

### Automation and efficiency with our new health and safety platform

In 2024 we began onboarding a new data management platform for the management of health and safety. The new platform allows us to better track any incidents, raise automatic actions, and view and share our performance. Our ambition is to ensure consistency in how we approach health and safety in our offices.

## Partnerships and events

Partnering with external experts to share insights and spread awareness is an important part of our health and wellbeing approach.

### 2024 health and wellbeing events

#### Roundtable breakfast with Unmind

Together with Unmind, we hosted a roundtable breakfast for legal leaders to discuss the topic of mental health in the legal profession, and share learnings about how to drive positive change.

#### Examining mental health within the LGBT+ community

During Global Pride Month, TLC Lion's Simon Blake shared his experience of being a gay man living through the AIDS epidemic. His talk touched on the importance of allyship, mental health and more.

#### World Mental Health Awareness Day

Activities to mark the day included publishing an international newsletter focussed on mental health and reminding colleagues of the mental health resources available to them. A special Health Habits campaign launched through our intranet pages was a big success, with 2,224 total views.

#### Stress Awareness Day

We hosted a special talk by TLC Lion's Charlie Cannon on managing stress. Topics included how to understand your own stress triggers and pressure points, avoid burnout and support those around you.

#### Neurodiversity Awareness Week

In partnership with our Enabled people network, we hosted a talk by neurodiversity consultant and TLC Lion Hayley Brackley. As a neurodivergent woman, Hayley shared her own experience of overcoming neuro-exclusion throughout her life, including in the workplace.

## 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 engagement survey results

Our most recent survey, run in October 2023, showed a 70% engagement index score. Of those who responded, there was an 8% jump in the number of those who agreed with the statement 'I feel comfortable about being myself at work'. This is based on a response rate of 69%.

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.



## Our 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 ensuring that health and wellbeing remain part of the Boardroom agenda.

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

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

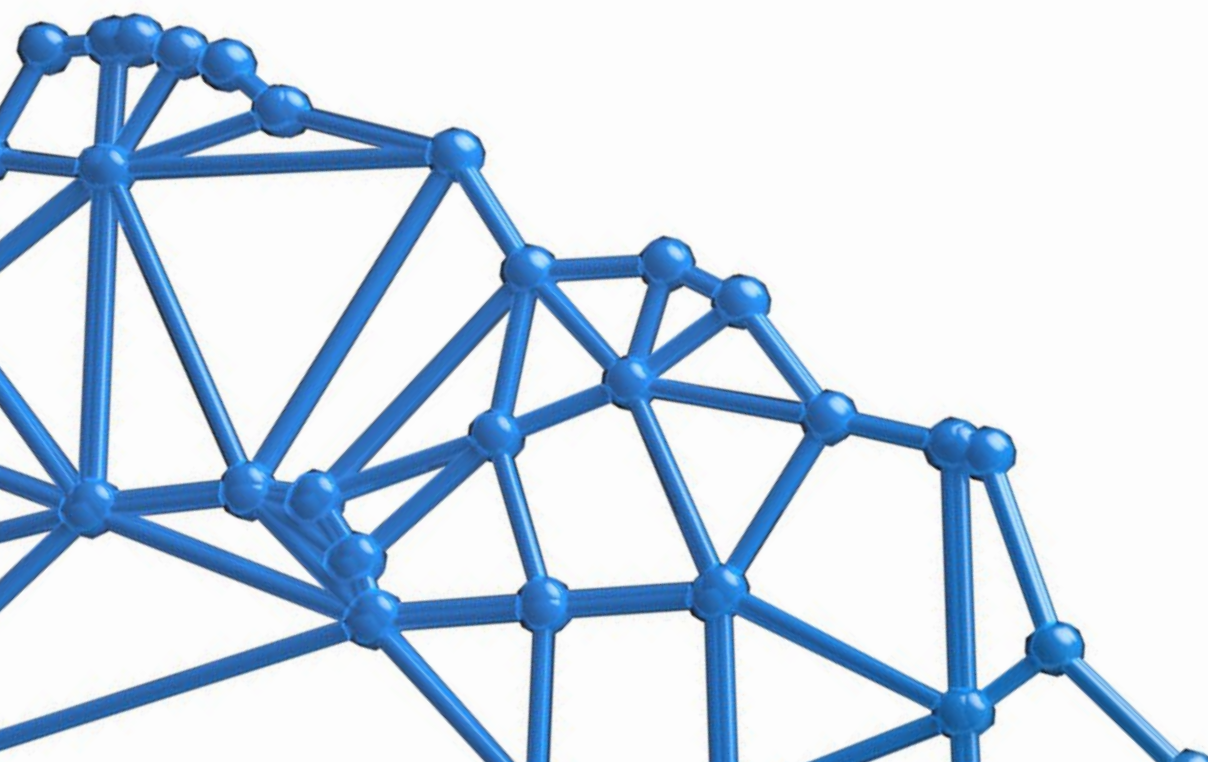
Over the last 18 months, we've made good progress in putting in place a governance structure that covers our international firm. However, we know from feedback from employees that there's a need for health and wellbeing initiatives driven at a local level, alongside international initiatives. We're aiming to broaden our governance structure to ensure we have local groups and sponsors to help drive local activity.

## What's next

We'll continue to strengthen our health and wellbeing infrastructure, including establishing mental health first aiders within our HR teams.

We're also planning to strengthen our health and wellbeing proposition. We're working on creating a clear narrative explaining our position on health and wellbeing, and we'll ensure this is communicated effectively throughout the firm by people managers and our SPEAK ambassadors.

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





## Nurturing Talent

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

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



## Our talent development impacts, risks and opportunities

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 ESG issues become increasingly important for clients.

Through the learning opportunities we provide, we ensure that our lawyers and business services colleagues are equipped with the skills and knowledge they need to support our clients and succeed professionally, now and in the future.

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

## Our talent development commitments

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

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

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

## Evolving our learning and development strategy

Learning and development (L&D) at DLA Piper needs to be user-friendly, accessible and impactful. This means having integrated, high-quality resources that support individuals and teams as well as drive business benefits.

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.

Over the past year, we've focused on implementing a new learning management system (LMS), which is part of our internationally implemented SuccessFactors suite of technologies. This new platform has allowed us a much more consistent and joined-up user experience and provides far greater data reporting and insights than we have ever had before.

## Learning and development principles

The firm's approach to learning and development is underpinned by our vision to upskill our people so they can drive business growth, while enabling them to access opportunities to develop dynamic, transferrable skills that can be used throughout their careers.

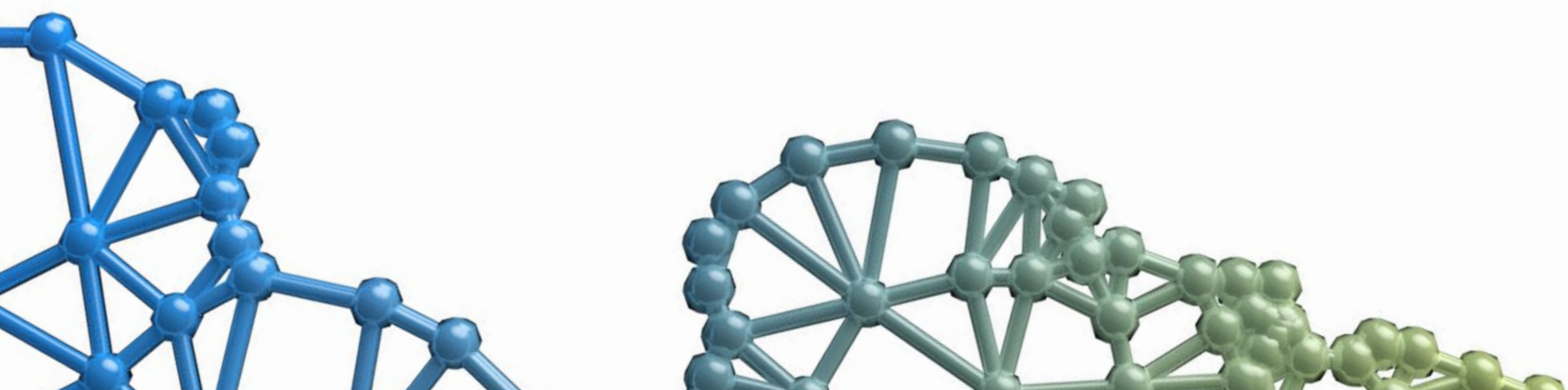
Our learning and development focus encompasses the following six principles:

- **Learning is owned by the individual:** Our people are responsible for undertaking the development and upskilling required to carry out their roles effectively.
- **Learning is experiential:** Social interaction is integral to how people learn and is built into all our learning programmes and initiatives.
- **Learning should drive business value:** Learning offerings support CPD as well as regulatory and sector priority areas.
- **Learning is driven by data and insights:** We use both data analytics and AI to create in-depth understanding of our people's needs.
- **Embed a continuous culture of learning across the business:** We aim to create a work environment where our people are encouraged to seek opportunities for skills development.
- **Learning is accessible, inclusive and sustainable:** Learning opportunities are inclusive in design and accessible to all our people.

## L&D progress highlights

As we're evolving our approach to L&D at DLA Piper, we're building on strong foundations made over the past several years:

- We've established a consistent international approach to learning for all our people across the international firm.
- We've developed firm-wide learning plans and frameworks.
- We've established a range of International Career Academy programmes.





## Utilising learning technologies to their full potential

Technology is an integral part of enabling learning at DLA Piper. Our new 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 an individuals' goals and track learning progress.
- Makes it easy to request and provide feedback.
- Helps our people find international learning opportunities.
- Facilitates blended learning, offering on-demand online learning combined with in-person events suited to individual learning needs.

It also offers a module to support international mentoring, which we'll be piloting soon. The module automatically matches colleagues to mentors and can be used to tailor mentoring schemes to a particular practice group, office, or project.

## Nurturing talent in early careers

We provide apprenticeships in the UK as an alternative route to a career at DLA Piper. Apprenticeships are important for overcoming the social and economic barriers – such as the cost of a university education – that can restrict access to the legal profession for many people. Apprenticeships are therefore an integral part of our social mobility agenda and our Diversity, Equity, and Inclusion strategy.

We offer apprenticeships to become qualified solicitors, or legal professionals who join our business services teams. We offer three types of apprenticeship:

### Solicitor Apprenticeships

Our Solicitor Apprenticeship launched in 2021. In 2023, our first cohort of solicitor apprentices moved into the third year of their six-year journey towards becoming a qualified solicitor.

Solicitor apprentices have joined us every year since 2021, with an intake into Leeds in 2022, and London and Birmingham in 2023. In September 2024, our next intake of apprentices will be joining us in London. This means approximately 1 in 8 early careers employees training to be a solicitor in the UK, is an apprentice.

In 2023, we were proud to partner with City Century, a City of London Law Society initiative that connects the best talent with law firms in the capital. City Century envisages that at least 100 new partners will have been created by the solicitor apprentice route by 2040.

### Service Delivery Apprenticeships

In 2023, we introduced Service Delivery Apprenticeships. This is a new role that supports our legal teams in Leeds working towards a Project Management Apprenticeship. The knowledge and qualifications acquired through the Service Delivery Apprenticeship programme are highly valued by our firm, and essential to enabling the growth and performance of our technologies and services.

### Business Services Apprenticeships

We have run apprenticeships in our Property and Workplace group since 2013, with apprentices working across various functions. Over this time, we have welcomed 48 apprentices on the programme.

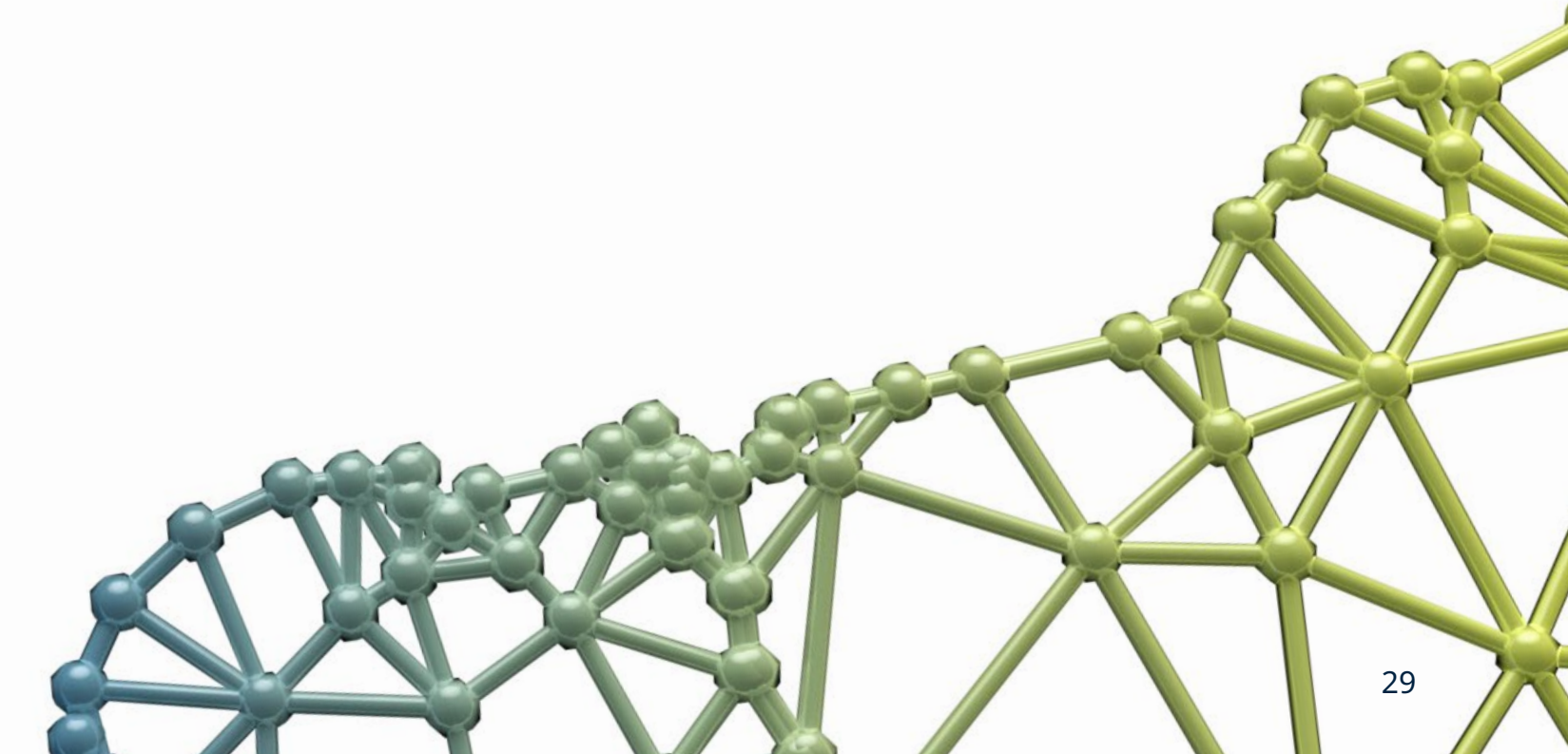
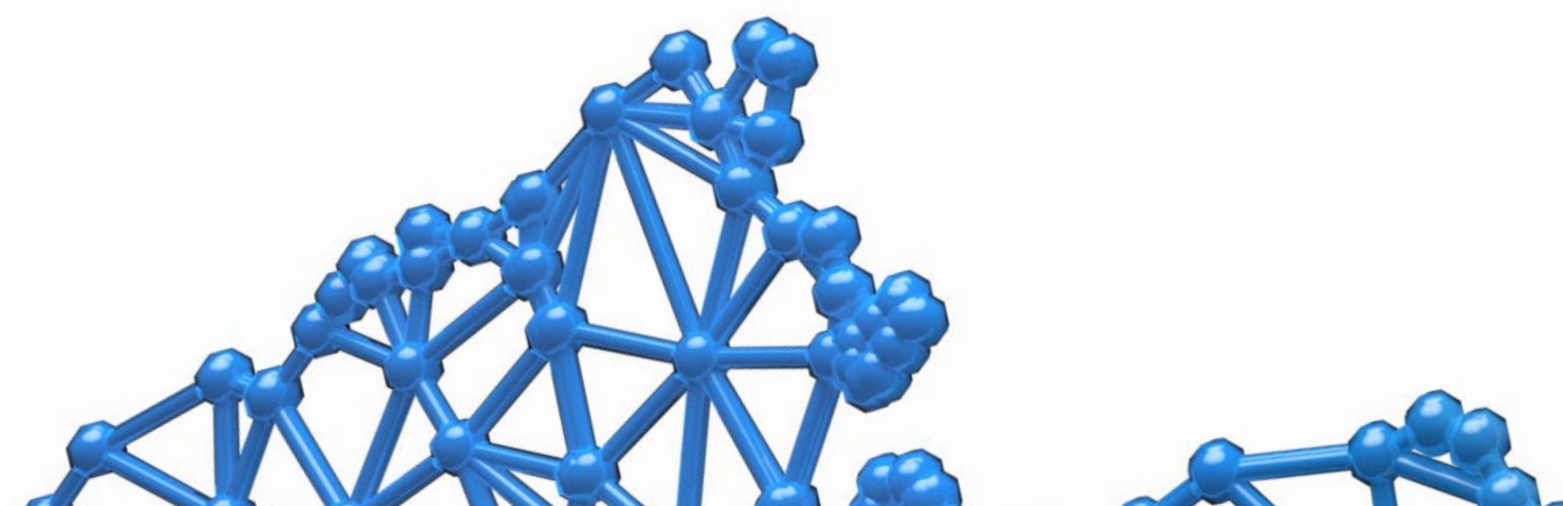
We currently have nine Business Services apprentices and will recruit a further five in Autumn 2024. This population has a 90% retention rate. 50% have progressed to higher positions since starting their initial role.

### Improving the support we provide to our apprentices

This year we strengthened the pastoral care we provide to our apprentices, with a focus on targeted support interventions, particularly in relation to exam results.

Our solicitor apprentices have a tailored onboarding programme. They join our trainees on the international induction with bespoke apprentice sessions, and progress along the same graduate pathway, but receive additional pastoral support. This is in recognition of the fact that they usually join the firm at an earlier stage in their life (often from school, at the age of 18).

In 2024, we also introduced a new grants programme for apprentices, providing them with funding four to six weeks before they join our teams. This helps cover any expenses related to joining the firm, such as the cost of relocation or new work clothes.





*“Applying for the apprenticeship was the best decision I ever made. The impact on my professional journey and career development has been amazing.*

*I joined DLA Piper’s office in Sheffield as a Business Administration Apprentice in October 2019, at the age of 18. I had only a short experience of “normal” working life before the COVID-19 pandemic hit. This resulted in my role on the apprenticeship expanding. Despite the extra responsibilities and exhausting impacts of the pandemic, I achieved a near perfect grade in my apprenticeship.*

*After completion, I was offered a permanent role at the firm. Two years later, I became the Property and Workplace Leader in Sheffield.*

*Since working at DLA Piper, I’ve gained a lot of skills that have benefited both my professional and private life. I have experienced different ways of working, different types of people and leadership, and built my confidence. In a matter of four years, I’ve gone from being an apprentice to a team leader. Few apprentices can say they have been offered such opportunities.”*

**Rebekah Birch**

Property & Workplace Team Leader and Business Administration Apprentice Graduate, Sheffield





## Nurturing green skills – supporting sustainability learning

We want to equip our early careers populations with the knowledge and skills they need to thrive in a more sustainable future, and to help our clients do the same.

The sustainability transition is providing a new context for the work we do and how we operate our businesses. We are developing a firm-wide 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 are a large international business covering many time zones and cultures, and our induction process is not 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

In 2024, we also introduced a Carbon Literacy Training Programme for our early careers populations.

On the programme, apprentices and trainees:

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

We held a pilot of this training in February 2024. Feedback from this session will be incorporated into the broader rollout of the training.

#### What is Carbon Literacy®?

Carbon Literacy is an understanding of the causes and impacts of our everyday carbon emissions. It focuses on raising awareness around reducing emissions on 'an individual, community and organisational basis'. DLA Piper is the first law firm in the world to be accredited as a Carbon Literate Organisation (CLO) by the **Carbon Literacy Project**. For more, see our [Net Zero Deep Dive](#).

#### Carbon Literacy® at DLA Piper

- Over 100 colleagues certified as Carbon Literate
- 230+ climate action pledges made by colleagues across 12 countries
- 10 colleagues trained as Carbon Literacy facilitators
- 55% of colleagues certified as Carbon Literate are fee earners
- 45% of colleagues certified as Carbon Literate are business services professionals
- 120 summer interns attended a hybrid Carbon Literacy information session

### Sustainable recruitment

We're continuing to explore ways to make our recruitment activities more sustainable. Actions over 2023 and 2024 include:

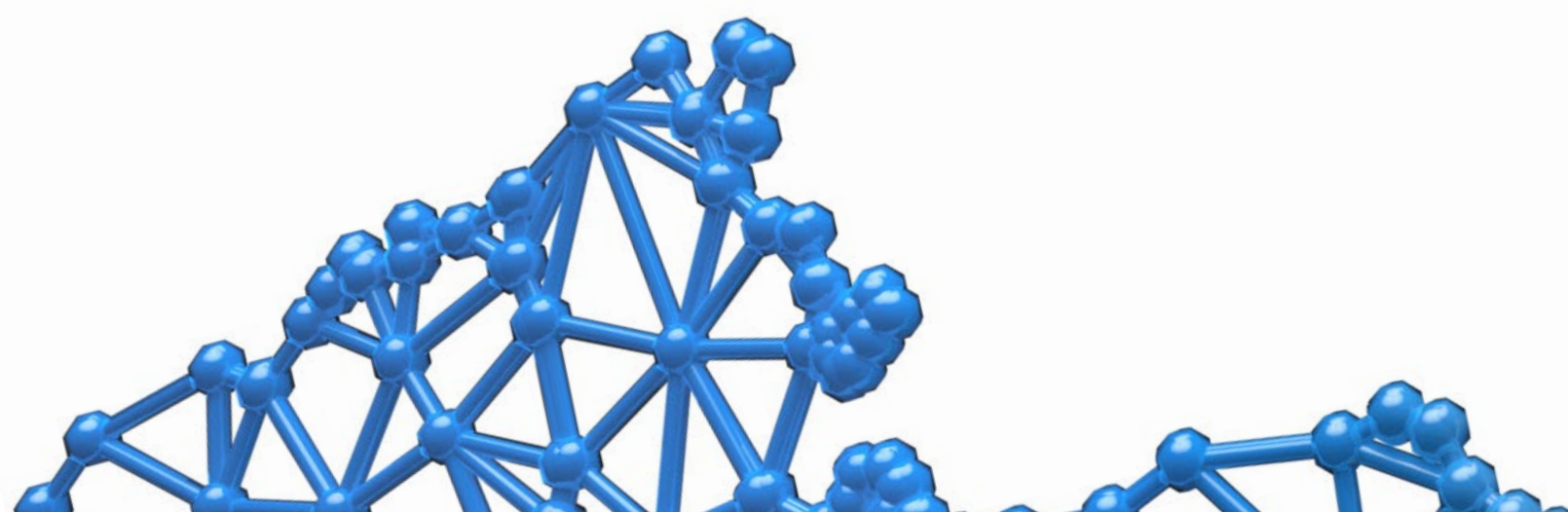
- Trialling using the London office as the location for our European Career Academies to deliver more sustainable learning events.<sup>5</sup>
- Avoiding using printed handouts for delegates by posting recruitment materials on the MS Teams channel.
- Instead of providing stationery, delegates are encouraged to bring their own.
- Changing the on-site badges we provide for our delegates and encouraging the re-use of badge holders to cut down on printing and paper use.

The firm won Best Sustainability in Early Talent Recruitment award at the 2024 **targetjobs National Graduate Recruitment Awards**. The award recognises how the firm has embedded its sustainability strategy in early careers activities, enabling early careers hires to thrive in a more sustainable future, whilst ensuring that sustainability is considered within our student recruitment processes and programmes.

#### Sustainable Recruitment Alliance

Last year, DLA Piper became a signatory of the **Sustainable Recruitment Alliance**. An alliance of organisations aspiring to take a more sustainable approach to recruiting early careers talent.

<sup>5</sup> The trial was a success, and the London office will be the location for all our European Career Academies from 2024. For APAC programmes, we are currently exploring using DLA Piper offices for 2024 events.





## Supporting our colleagues' development

### Career Week

At the end of 2023, we launched our first ever Career Week, focused on helping colleagues take control of their careers and development. Our first-ever Career Week was held at the end of November 2023, with 19 development events offered to all employees, self-employed lawyers and partners. A campaign to promote Career Week started with the aim of encouraging all colleagues to actively manage their careers. Career Week included virtual and in-person events across time zones to encourage and help colleagues achieve their career goals. The content included a session specifically focused on the relevance of sustainability to our roles in a law firm.

We had 1,636 registrations and 76% of colleagues attended the events they signed-up for. Of those attendees who gave us feedback, 90% said the content was relevant to their development, and 78% felt they gained a better understanding of how to access development resources and opportunities at our firm.

### Supporting people returning to work

In the UK, we launched our first return-to-work programme in collaboration with the Reignite Academy, an organisation focused on supporting lawyers return to the profession after a career break. The programme offers lawyers who have taken an extended break a six-month paid work placement and training with a view to progressing their careers.

## Measuring our effectiveness

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

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

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

## Learning and development governance

We have a collaborative governance structure for learning and development (L&D) currently led by our 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 cohesive overview of learning and development at DLA Piper. By working together on prioritisation, investment projects and improvement activity, we aim to accelerate our learning transformation 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 as a theme throughout our approach to developing our people.

## What's next

The Learning Council has prioritised some key areas for focus in 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.
- 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 collaboratively on key L&D focus areas.





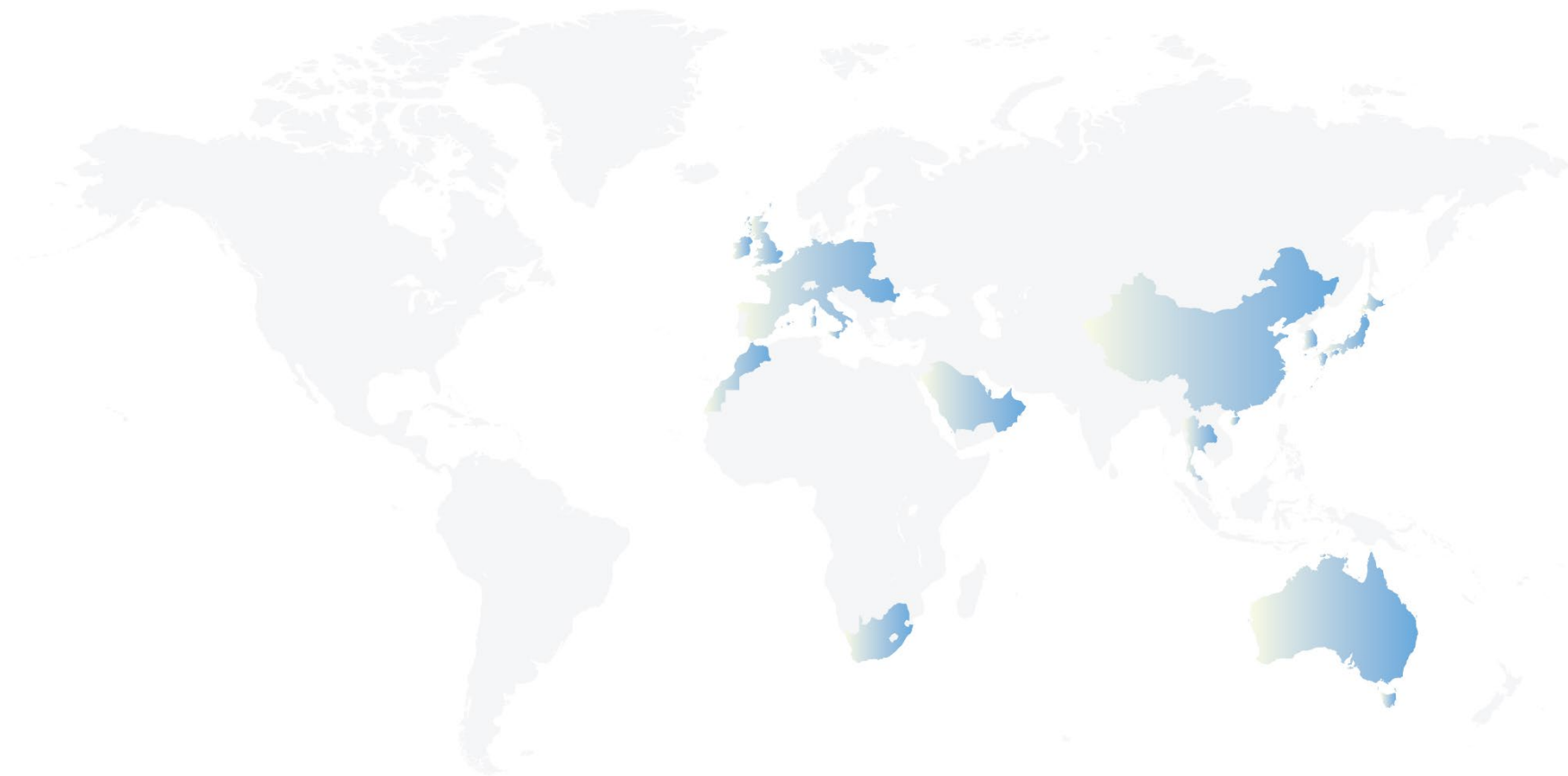
# Other information

## 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).

Activities of our offices in the Nordics, New Zealand, Portugal, 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. The full list of our practicing entities is on our website.



DLA Piper International

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

Some of our locations produce their own additional sustainability reporting:

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

## Basis of preparation

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

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

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

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

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

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

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

Our People Deep Dive is part of our wider 2024 reporting suite. Get the full picture by browsing the rest of our reporting:

### 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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