

DLA PIPER INTERNATIONAL

# Societal Impact Deep Dive 2024

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

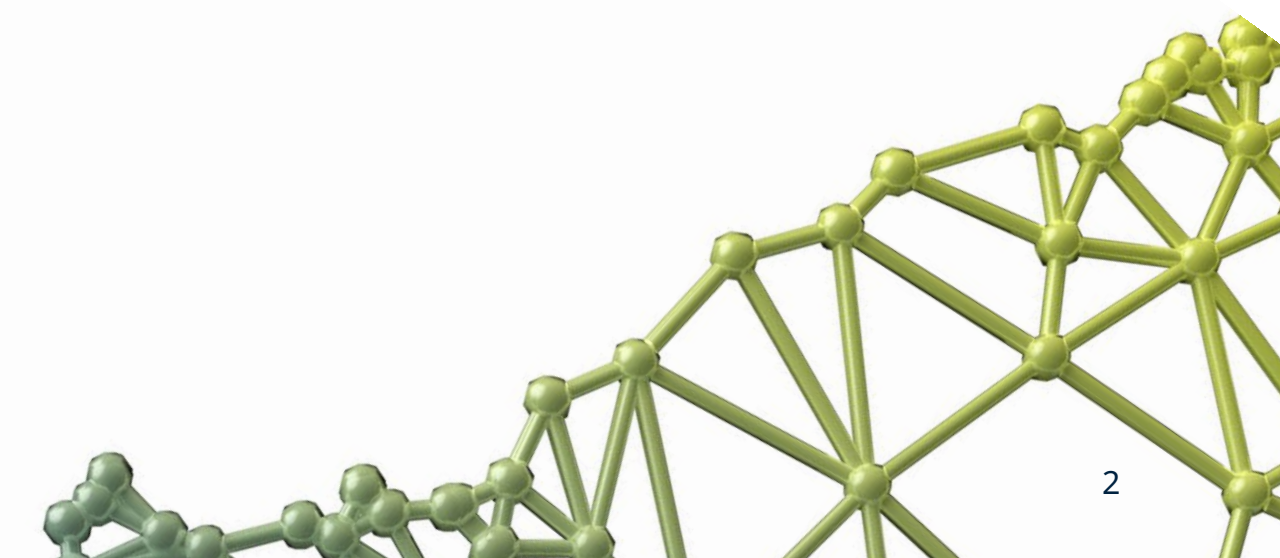
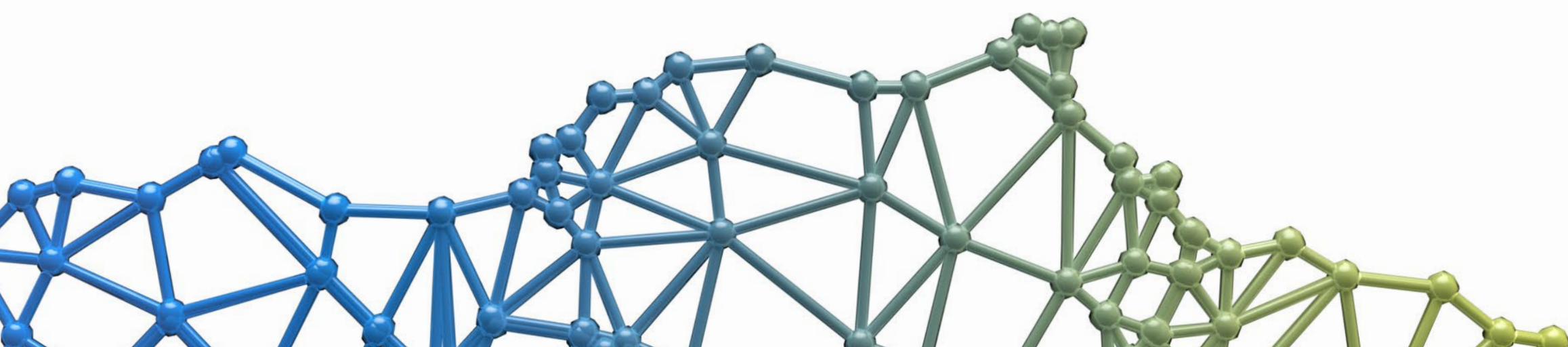
Published November 2024





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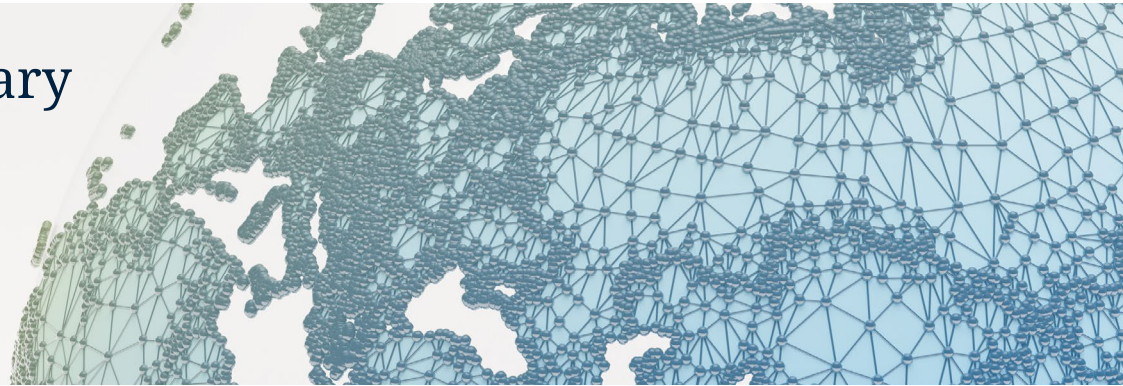


## Our reporting suite

This Societal Impact 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 [Our People](#). For more stories and highlights from our regional offices across the world, read our [Regional Highlights](#). For quantitative data related to our progress during the year, see our [Data Pack](#).

### Impact Summary



### Net Zero Deep Dive

### Societal Impact Deep Dive

### People Deep Dive

### Data Pack



### Regional Highlights



## Find out more

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



## About this report

This report gives an update on our societal impact ambitions and actions over the past year. 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

## 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 36](#).

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).

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).

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 36](#).

## 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 Societal Impact Highlights

## PRO BONO



**250,000+**  
pro bono hours contributed globally (1,900+ lawyers contributing internationally)



**6,500+**  
pro bono hours for UNHCR, the UN Refugee Agency



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

## CHARITABLE GIVING



**1,700+**  
hours volunteered by 308 colleagues, mentoring young people and delivering employability sessions



**GBP 120,000+**  
donated by the firm to UNHCR



**GBP 77,000+**  
raised by our people for our partnership with UNHCR and other local community partners

## COMMUNITY INVESTMENT



Carried out an assessment of our socioeconomic impact around some of our offices in Africa



Began collecting data about diversity of our suppliers



**4<sup>th</sup>**  
Reconciliation Action Plan in Australia with new targets and commitments launched





## 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 want to use our strengths to make a positive impact on society.

As a global law firm with 55 offices in 34 countries, we have an opportunity to contribute to positive societal change. We're determined to use our expertise and resources to address inequality, support marginalised communities and make a positive impact on society.





## Introduction from our leadership

Societal impacts are critical when it comes to sustainability – a priority area for our firm. This report is about our progress over the last year.

There are several challenges affecting social cohesion. These include economic inequalities, discrimination against minority and underrepresented groups, and concerns about human rights. Ignoring these challenges only reduce cohesion at a time when society is still recovering from the long-lasting effects of the COVID-19 pandemic.

We are working to better understand what our societal impacts are. It's an ongoing challenge but we have made some steady progress over the last year.

An example of our progress is better understanding the societal impacts of our supply chain. Like any large organisation, the goods and services which we purchase are necessary for our operations. But they also have societal impacts, which can be positive and negative, and these are critical for us to understand.

To show our progress, in this area and more generally, we've aimed to report in a thorough and transparent way. We've also aimed to share an insight into some of our upcoming plans as we continue our journey.

There's a lot more for us to do. We think our progress over the last year has improved our foundations and we'd like to thank everybody involved for their contributions.

"We've again seen high levels of engagement on our pro bono strategy over the last year – with our lawyers contributing more than 250,000 hours. These engagements have included supporting issues related to human rights, like forced displacement which is affecting people globally.

But to continue providing this level of legal aid, the profession needs highly talented lawyers. And our flagship programmes – Global Scholarships Programme and Head Start – have reached more than 200 people from 19 countries. These are not only important to developing new talent for the profession but also making it more accessible for aspiring lawyers, irrespective of their background."



**Emma Dowden-Teale**  
Partner and Sustainability & ESG Pillar Lead



**Helen Colquhoun**  
Partner and Sustainability & ESG Pillar Lead



**Jonathan Exten-Wright**  
Partner and Sustainability & ESG SteerCo Member



SOCIETAL IMPACT GOALS AND PROGRESS 2024

DLA Piper is making a **positive impact on society** through pro bono, community investment, and beyond.



**Using our legal skills** to help solve societal challenges

**GOALS**

- We focus on**
- Climate and nature
  - Vulnerable groups
  - Good governance

**PROGRESS**



**250,000+**  
pro bono hours contributed globally



**1,900+**  
lawyers taking part in pro bono internationally

**Investing** in our communities

**GOALS**

- Enabling a more inclusive legal profession
- Supporting entry into the legal professional through Head Start
- Empowering young legal leaders through our Global Scholarships Programme



**PROGRESS**



**203**  
young people supported through our flagship programmes



**1,700+**  
hours volunteered by 308 colleagues, mentoring young people and delivering employability sessions



**GBP 120,000+**  
donated by DLA Piper to UNHCR



- We launched our 4th Reconciliation Action Plan in Australia with new targets and commitments



Challenging our understanding of **socioeconomic impact** and evolving our approach

**GOALS**

- More deeply and broadly understanding our socioeconomic footprint
- Exploring how we can make positive impact through our supply chain

**PROGRESS**



**study**  
Carried out a study of our socioeconomic impact in Africa



**data**  
Began collecting data about diversity of our suppliers

# Our societal impacts

Law firms can have an impact on society.

This can be through the advice they give to organisations, businesses and individuals to solve legal challenges, their contribution to the economy, their supply chain, and their recruitment. They may also contribute to programmes run by not-for-profit organisations for the greater good. It's important that we understand our societal impacts so that we know where to focus and improve our efforts.

Measuring societal impact can be challenging. Unlike environmental impact, which can be measured by science-based targets, societal impact is not often measured in a standardised way. It can also depend on specific contexts. We exist in several geographies where societies differ and face unique challenges. This means our impacts vary depending on how and where we do things.

Another key challenge is that we don't always have clear visibility on the impact of our work. In the case of our pro bono strategy, for example, the impact may not be immediately obvious and could come in the long term. This means understanding our societal impact is an ongoing process.



# Our societal commitments

We're committed to improving our understanding of the societal impact we can have through our broader business operations, and integrating these insights into our business strategy to make a greater positive impact in the future.

## Understanding our impact

To better understand our impact, and apply these findings to our future approach to doing business, we're focused on:

- Understanding the societal impact of our supply chain;
- Broadening our impact measurement in Africa;

## Using our legal skills to help solve big challenges

In addition, our pro bono strategy remains a core commitment to making a positive impact on society. It focuses on climate and nature, vulnerable groups like refugees, and good governance. It also complements our overall business approach to sustainability and ESG.

We encourage all our lawyers to contribute a minimum number of pro bono hours. This is between 25 and 65 hours per year, depending on their region.

## Making the legal profession more inclusive and diverse

We're also focused on helping the legal profession to be a more accessible and inclusive career choice. Our flagship programmes supporting this commitment covered 18 countries last year.





# Plans and progress

## Understanding the societal impact of our supply chain

We recognise that our choice of suppliers, and the ways in which we work with them, can have an impact. We're improving how we manage human rights risks in our procurement activity and will continue to refine this. We've also started planning and integrating ways to measure what type of socio-economic impact we may be having.

Our **Sustainable Procurement Working Group**, formed in 2020, is a cross-functional group of colleagues from Responsible Business, Office of the General Counsel, Procurement, Human Resources, and other guests from time to time. It meets quarterly to discuss the sustainable and responsible procurement agenda and progress at DLA Piper.

## Improving how we manage human rights risks in our supply chain

We have a wide range of suppliers operating across the globe. As an office-based professional services organisation, our supply chain is less complex compared to many other sectors. However, we want to improve how we track information about our suppliers for a more holistic view. This information includes sustainability issues such as those relating to human rights.

### A stronger Code of Conduct for our suppliers

This year, we strengthened our **Supplier Code of Conduct**, which sets out the standards we expect from suppliers.

Some of our suppliers source goods and services in geographies that carry a higher risk of human rights violations. The updated code now sets a minimum expectation that suppliers observe compliance with the UN Guiding Principles on Business and Human Rights within their business. It requires that suppliers who may be in breach of the code to inform us about the steps they are taking to mitigate any risks. Through the code, we also reserve the right to conduct further due diligence until we are satisfied that no adverse effects have or are likely to occur.

### Training and risk management

#### Extending our supply chain training to more colleagues

This year, we introduced a new supply chain training module for all our Business Services colleagues titled **Modern Slavery Act: Raise Your Awareness**. The training covers the reality of modern slavery today, the role of DLA Piper, and how to spot signs of slavery in our supply chain. Extending training to those in business services roles is important because all colleagues may, from time to time, influence decisions on procurement and which suppliers we work with. We'll ask colleagues to take a refresher training every two years.

#### Modern Slavery Act: Raise Your Awareness

In 2024, we asked 3,651 Business Services colleagues to take this training and had a completion rate of 78%. This was the first year of running the training, so we will continue to raise its profile and ensure colleagues understand why it's important to complete.

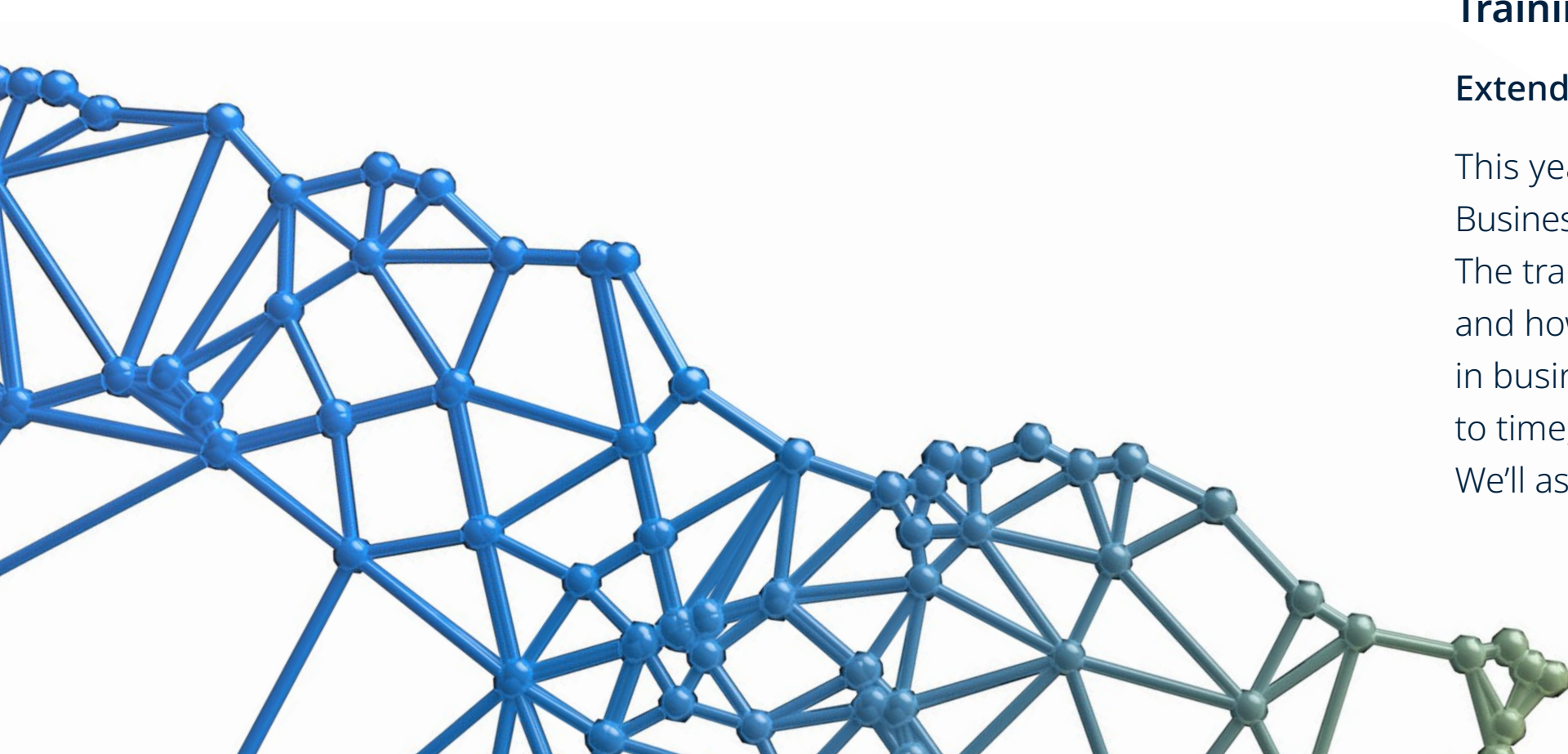
We also continued to run our training module **Modern Slavery: Practical Steps for Procurement**. This is a longer training module for colleagues in roles working more closely with some of our key suppliers. It aims to make colleagues aware of modern slavery risks in our supply chain and what to do in the case of a suspected abuse. We'll ask those in scope for the training to take a refresher every two years.

#### Modern Slavery Act: Practical Steps for Procurement

In 2024, we identified 308 colleagues in scope for our longer training and received a completion rate of 83%. We're developing new materials to promote the training for a higher completion rate.

Our Sustainable Procurement Working Group is liaising with Internal Communications to improve the visibility of these trainings to required colleagues. We will also contact senior managers and heads of departments to increase visibility in their teams should completion rates need significant improvements in these parts of our firm.

In the coming year, we're also going to review and update our Human Rights and Modern Slavery Policy to ensure it's still fit for purpose.





## Our refreshed process for onboarding new suppliers

In 2023, we introduced a new supplier management platform to start gaining a more holistic view of our supply chain. We are refreshing our existing supplier onboarding and management process within the platform. This aims to help us centralise how we track our suppliers and ensure they are each subject to the necessary due diligence process.

Our supplier due diligence process is still being refined and currently works as follows:

1. **Engage:** Proposed new and renewed suppliers fill out a short engagement form. This asks key questions about social and environmental issues, among other topics, as well as for the supplier to agree to our Supplier Code of Conduct.

Upon review, this leads to either:

2A. **Pass:** If no risks are triggered, and depending on the risk profile of the supplier and service, the supplier is asked to fill out our general due diligence questionnaire which covers baseline environmental, human rights and social impact questions.

2B. **Pause:** If risks are triggered in either the engagement form or general due diligence questionnaire, we engage with the supplier further to determine if they are acceptable for us to work with. As this process is just emerging, this sometimes happens on an ad hoc basis.

The refinements we are introducing to this process include:

- Decision trees to help guide our actions in a more diligent and consistent way.
- A more focused due diligence process for suppliers which we deem higher risk.
- Ways to capture and track relevant metrics so we can better understand the types of sustainability risks which arise most frequently and to verify that we are complying with our **Sustainable Procurement Policy**.

## Refreshing our supply chain human rights risk assessment

Concurrently we are also carrying out a desk-based risk assessment to refresh our understanding of our supply chain and identify the most salient human rights which may be impacted. This involves reviewing our supply chain by geography and industry whilst using information and research available by expert civil society organisations.

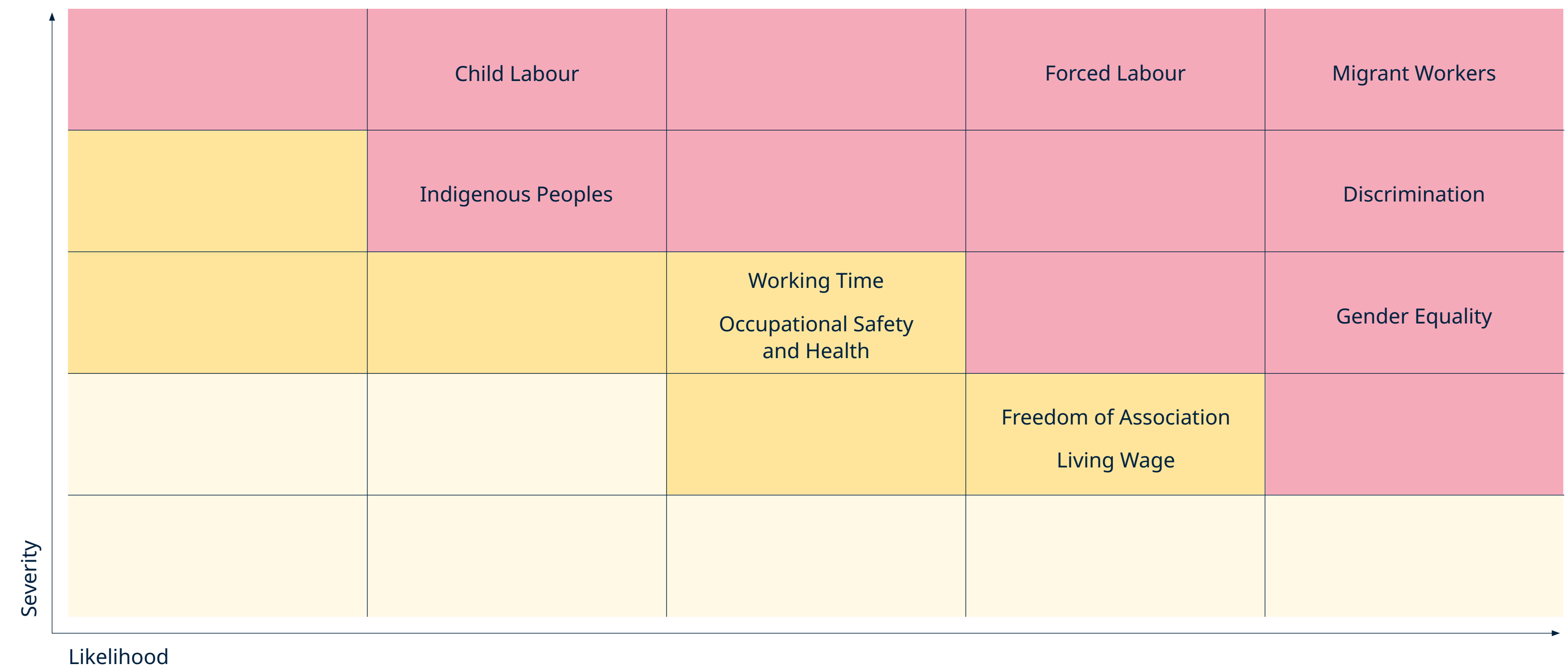
At the time of this report, we have developed a heatmap to summarise our current findings from the risk assessment – which plots the most salient human rights in the context of the higher risk areas of our supply chain.

The heatmap reflects issues referenced on the **UN Global Compact Business and Human Rights Navigator** website. As the risk assessment is continuing, and further issues may arise, it is not intended to be conclusive.

Any new findings as we continue and refresh our risk assessment will be integrated into our supplier due diligence process to ensure it remains fit for purpose.

### Heatmap

Salient human rights in the context of the higher risk areas of our supply chain. Salient risks are categorised in red.





## Digging deeper into the socio-economic impact of our supply chain

As part of our Sustainable Procurement Policy, we aim to reduce economic inequality in our communities and to create other forms of societal value. This involves directing, where possible, a portion of our total procurement spend to minority-owned businesses, local suppliers, small and medium sized enterprises, suppliers based in low and middle-income countries, and other types of suppliers, as relevant within the local context of where we operate.

With our new supplier management platform, we've started the work of understanding the makeup of our supply chain and are planning to integrate ways to capture some of these parameters. We have already added our key suppliers, which are deemed critical and strategic, to the platform to cross-reference some of their contributions to society where information is publicly available.

### Diverse-owned suppliers

We recognise that directing a portion of our spend to diverse-owned businesses can help reduce inequality, as well as support innovation.

In November 2023, we ran a pilot survey with a limited number of suppliers to understand if they are 'diverse-owned' in their country of operation. This means that ownership of their business must consist of 50% of individuals recognised as diverse (e.g. disability-owned, LGBTQ+-owned, minority-owned, woman-owned, etc.).

Our findings were limited, but we plan to continue to collect this data, and eventually our findings will help inform our procurement approach and decisions.

### Suppliers paying a living wage (UK)

In the UK, DLA Piper has been accredited as a Living Wage Employer by the **Living Wage Foundation** since 2016. This means we pay our people the country's wage rate based on the cost of living. We ensure that any contractors working on our sites, such as cleaners or canteen staff, are also paid a living wage.

We have found that 17% of our suppliers in the UK are also accredited. These suppliers reflect 14% of our spend to UK-based businesses.

**17%**

of our key suppliers in the UK are accredited by the Living Wage Foundation.

Going forward, we'll continue to track this data for our UK suppliers, and encourage them to become accredited.

We'll also explore if we are eligible to be accredited in other countries where a living wage is defined and develop a way to track which of our suppliers in these countries pay a living wage.

For more information about the data in this section, please see our **Data Pack**.

**14%**

of our spend to UK-based businesses go to these suppliers.

### Suppliers with a Reconciliation Action Plan (Australia)

In Australia, we have a Reconciliation Action Plan (RAP), which recognises the role of Aboriginal and Torres Strait Islander peoples as custodians of the land where we operate, and puts a strong focus on supporting and partnering with them.

This year, we have found that 44% of our key suppliers in Australia have, or recently had, a RAP. These suppliers reflect 47% of our spend to Australia-based businesses.

Going forward, we'll ask new and proposed suppliers in Australia whether they have a RAP.

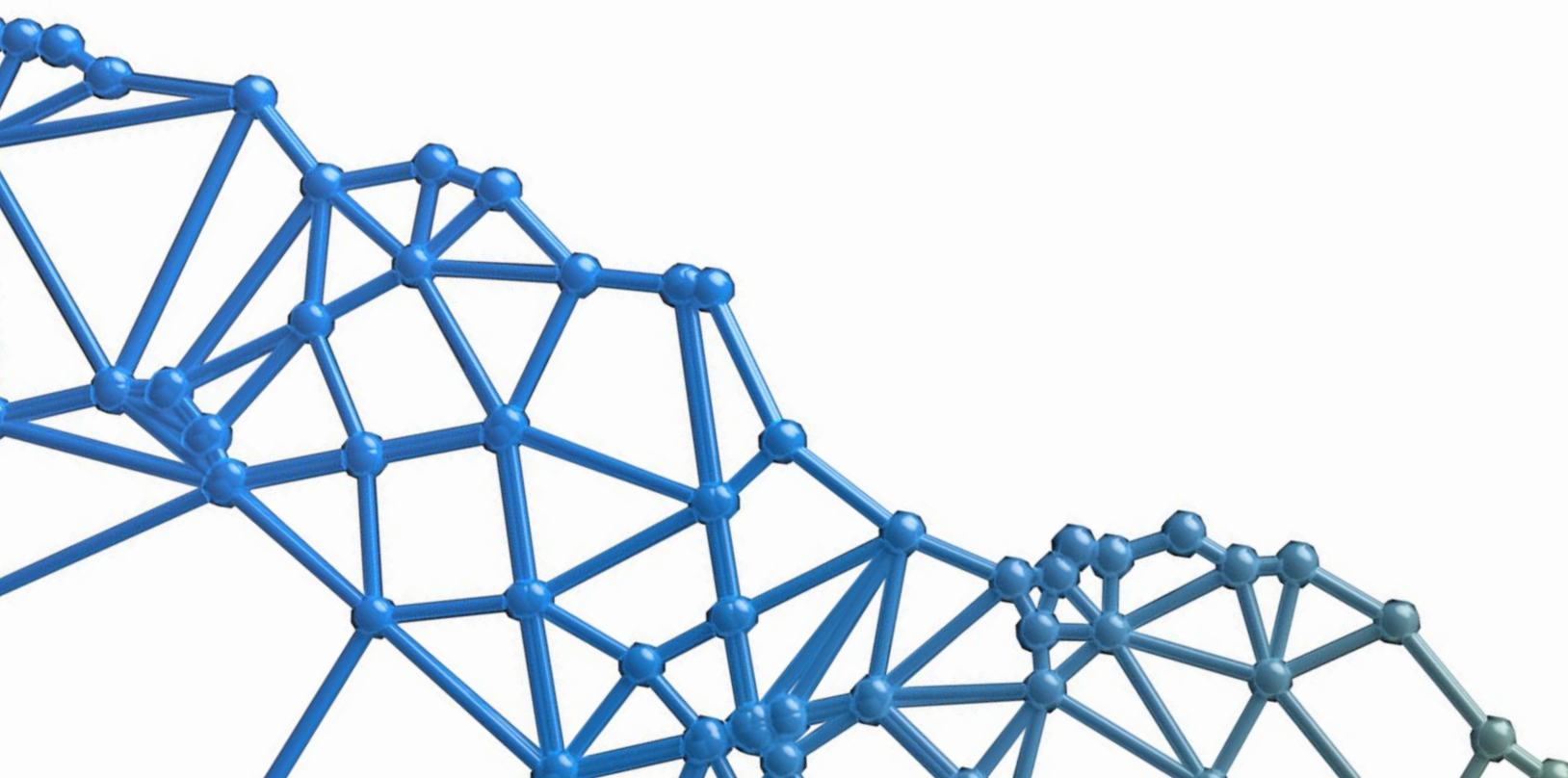
For more information about our latest RAP, please see our **Regional Highlights**.

**44%**

of our key suppliers in Australia have, or recently had, a Reconciliation Action Plan (RAP).

**47%**

of our spend to Australia-based suppliers goes to these suppliers.



## Broadening our impact measurement in Africa

DLA Piper’s investment in our Africa offering has grown significantly over the last decade. The firm now has offices in Johannesburg, South Africa and Casablanca, Morocco, in addition to a presence in 18 other countries through DLA Piper Africa.<sup>1</sup> While we have an understanding of the impact of our pro bono and community programmes, our broader impacts through business operations are harder to measure. To explore ways to measure these, we commissioned research from **Oxford Economics Africa** in 2022. This was finalised in July 2023 while referring to data from prior years. We used four offices in Africa to gain insights on ways to broaden our impact measurement.

In these four countries, we have a presence, either through a fully financially integrated office, or through an independent DLA Piper Africa office. The DLA Piper Africa model allows each member to work with DLA Piper while retaining financial and regulatory independence.

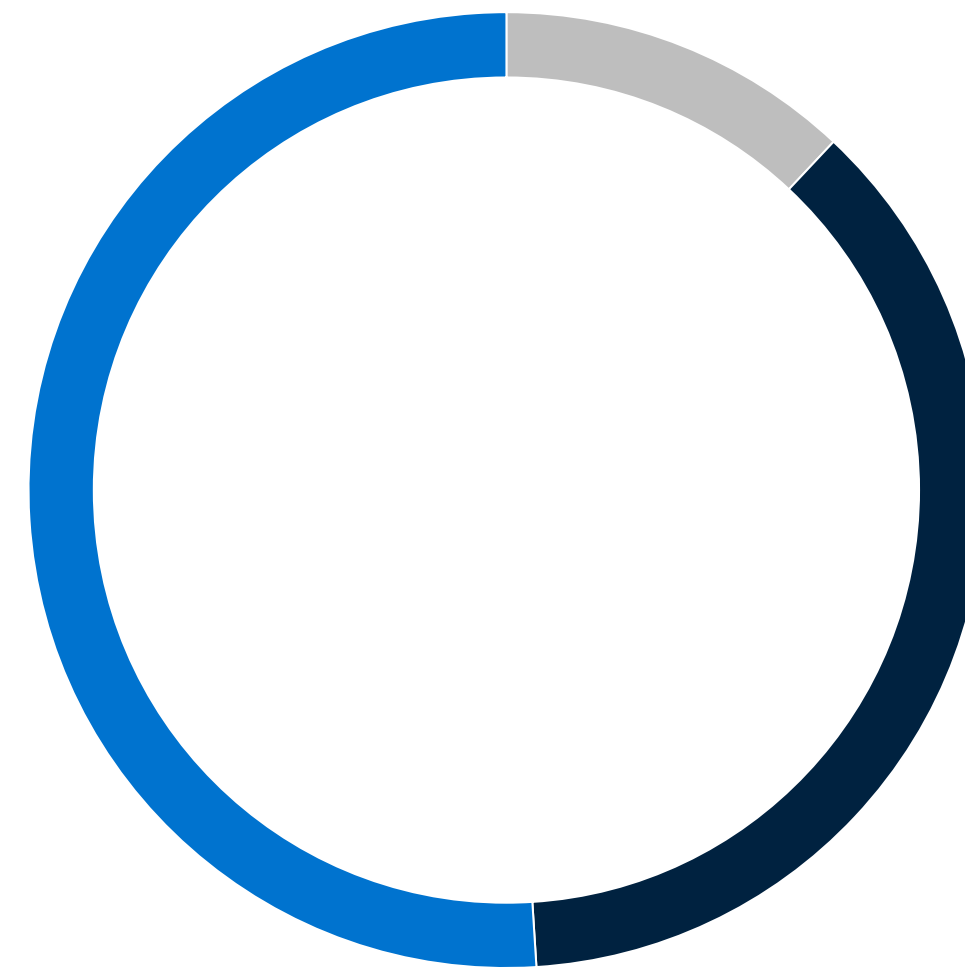
The four offices included in the research were:

- DLA Piper, South Africa
- DLA Piper Africa, Zambia (Chibesakunda & Co)
- DLA Piper Africa, Kenya (IKM Advocates)
- DLA Piper Africa, Nigeria (Olajide Oyewole LLP)

### 1. The transfer of skills

Does our model encourage collaboration to transfer skills?

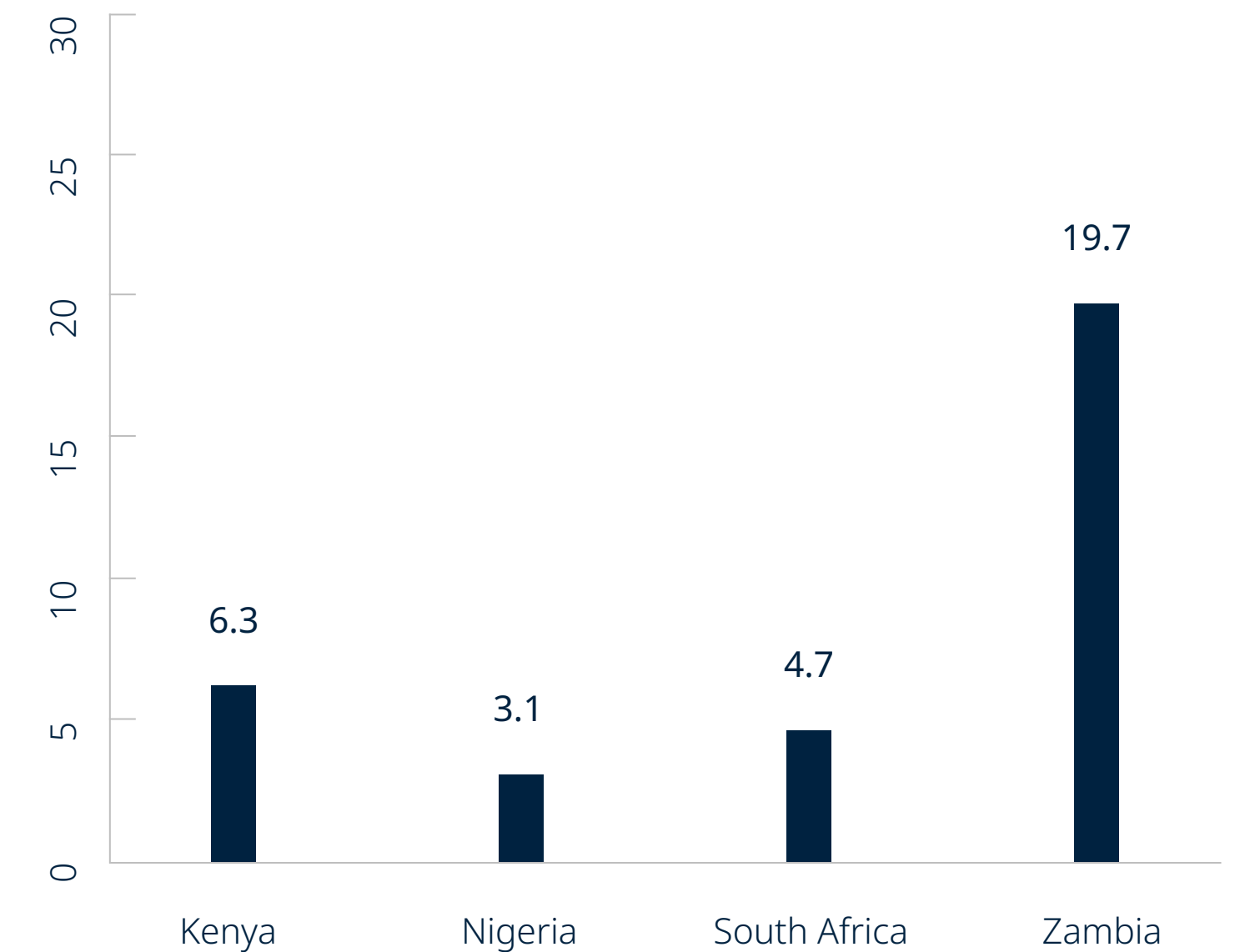
- Strongly agree 51%
- Agree 37%
- Neutral 12%
- Disagree
- Strongly disagree



In a survey across the four offices, 73 responses suggested the collaboration between member firms and DLA Piper encourages the transfer of skills.

### 2. Salaries

How many times more do our people earn compared to the national average? (2021)



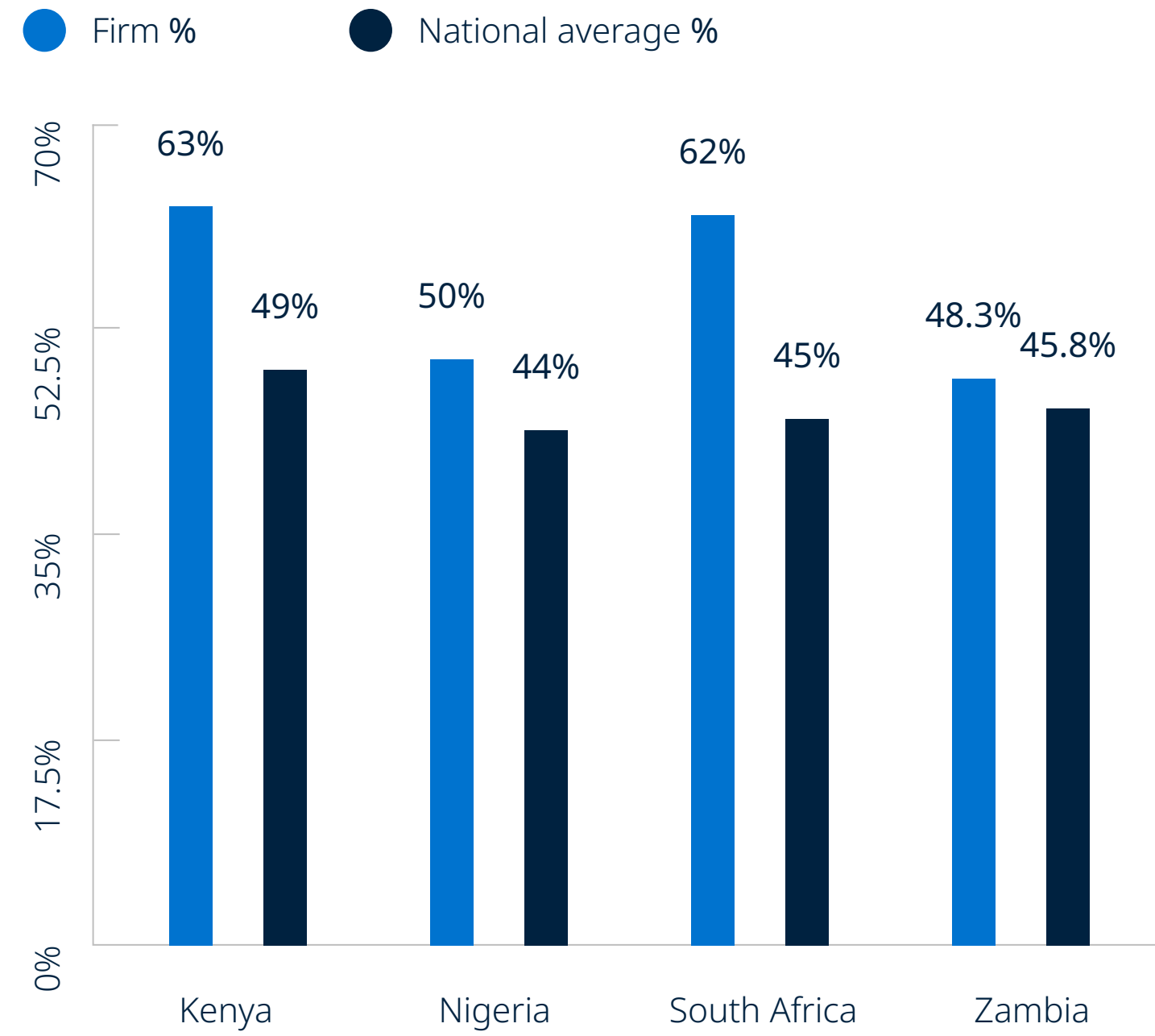
The salaries provided across each of the four offices were significantly higher than the national averages. This reflects the nature of the legal industry which attracts a highly skilled workforce, consisting of people with the qualifications and experience required for their roles.

<sup>1</sup> A Swiss Verein whose members are comprised of independent law firms in Africa working with DLA Piper.

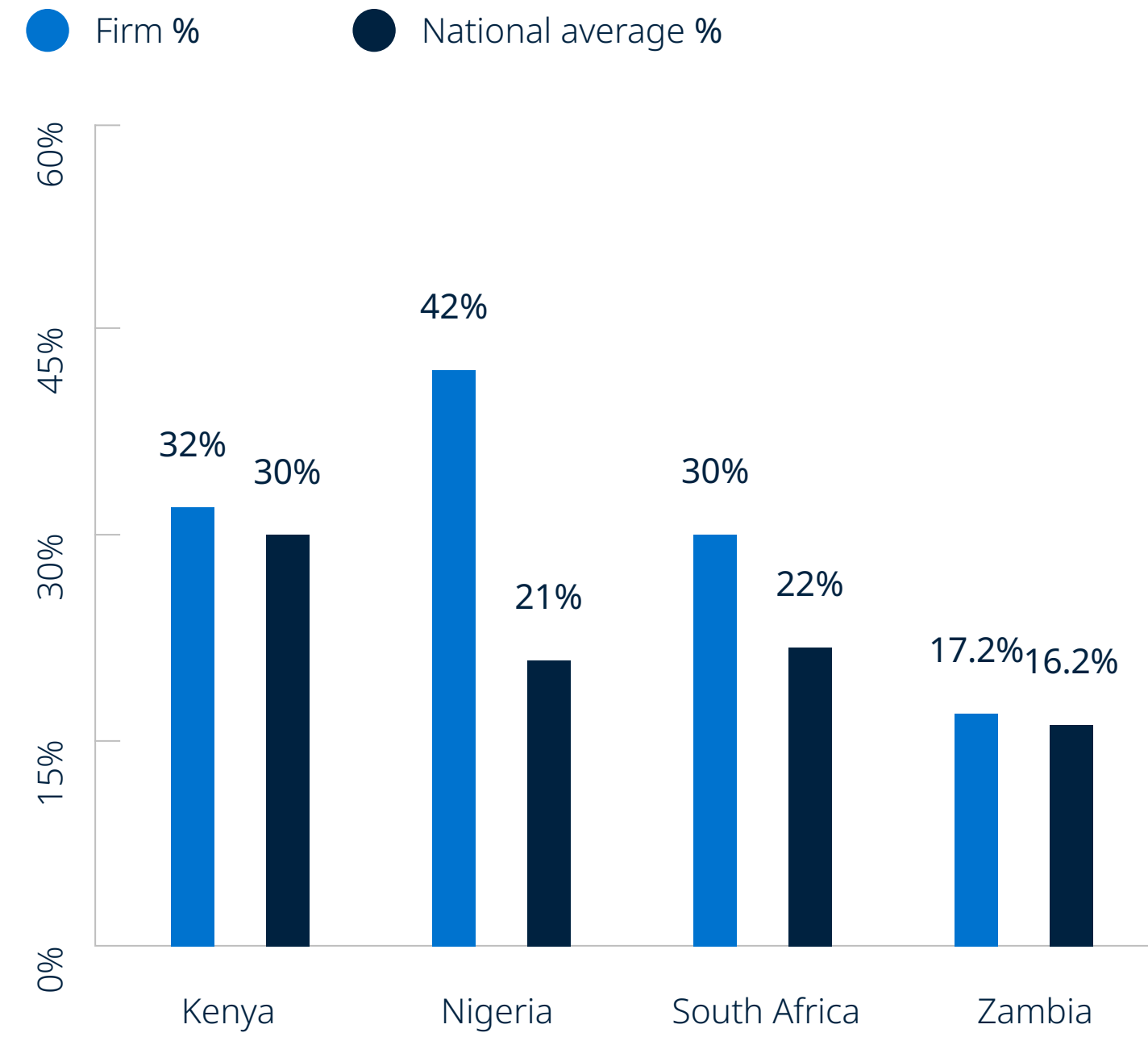


### 3. Workforce representation

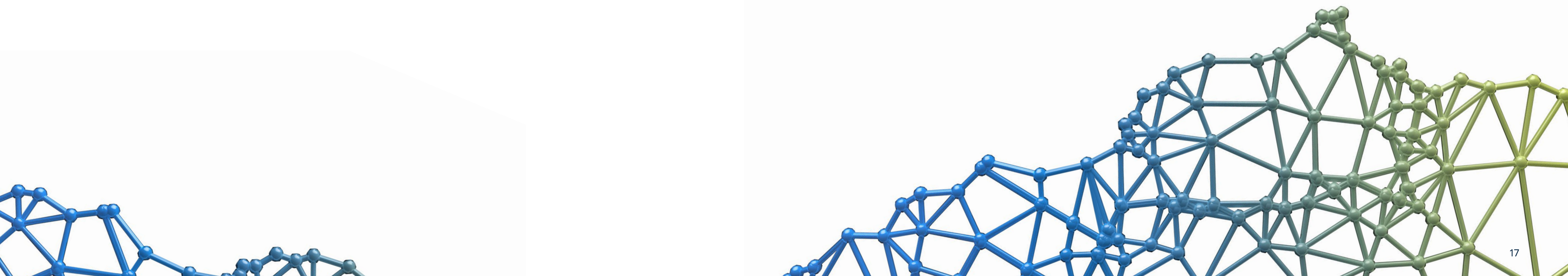
Women representation in the workforce (2021)



Youth representation in the workforce (25-30) (2021)



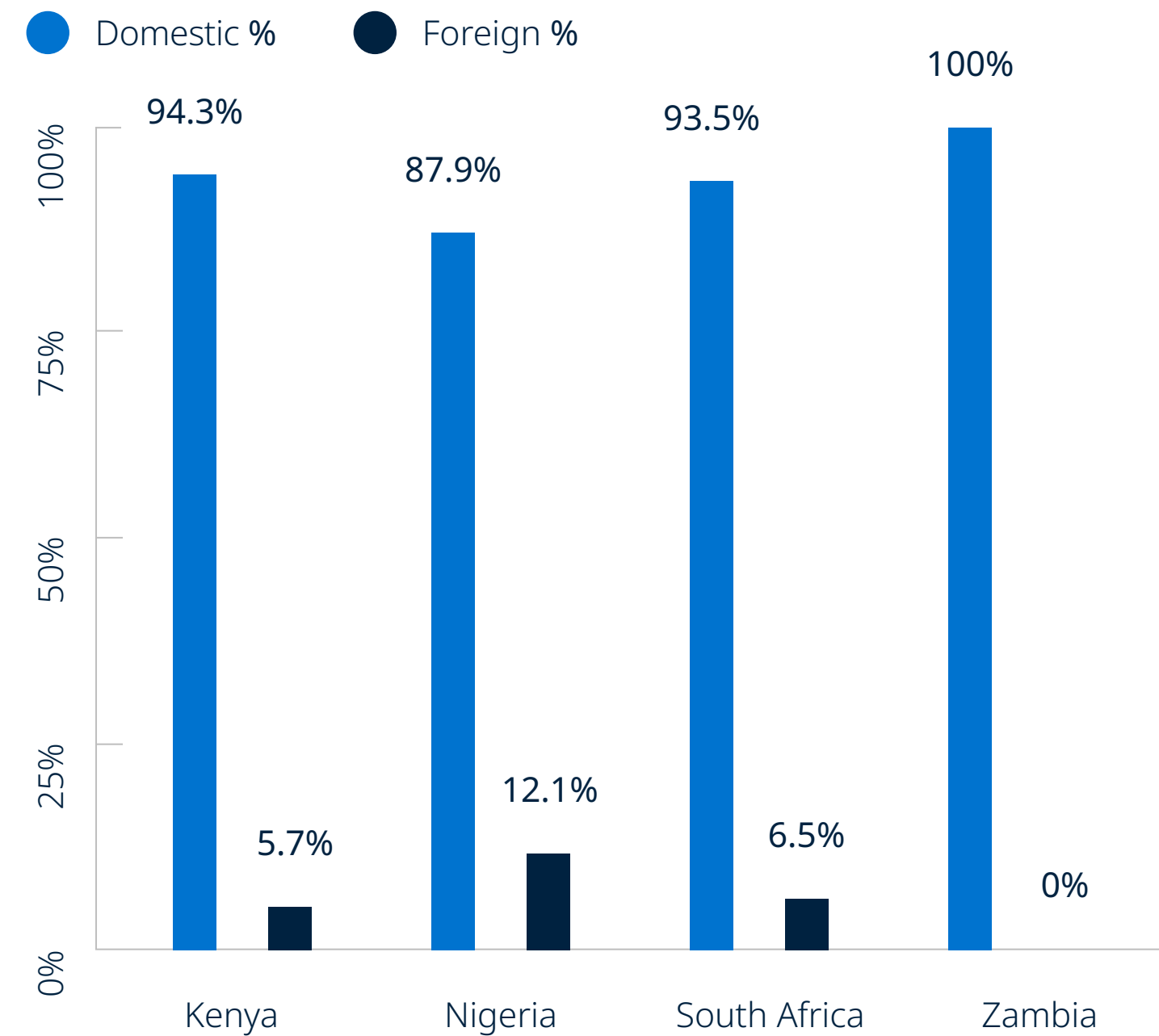
Representation of women and youth (aged 25-30) across the four offices was higher than the national averages, suggesting a positive contribution to representation and diversity.





## 4. Supply chain

### Procurement spending (between 2018 and 2021)



Each office sources goods and services from mostly domestic suppliers. This helps retain funds in-country and stimulate additional economic activity domestically.

## What's next?

While some of the findings from the research were to be expected, it was useful to see them measured in a quantifiable way with the expertise of Oxford Economics Africa. This exercise prompted us to explore how we can broaden our approach to measuring social impact more comprehensively.

Going forward, we will:

### 1. Use some of these measurements to develop a broader social impact framework.

This research has provided us with an initial understanding of our broader impact through business operations. This is helping us consider how we can measure beyond our pro bono and community programmes.

### 2. Measure our economic impact through our supply chain.

The findings related to our supply chain sourcing goods and services from mostly domestic suppliers suggests this stimulates additional economic activity. Based on this insight, we will modify our new supplier management platform to track our supplier spend to low and middle-income countries.

*“Measuring social impact is a lot more complex and there are various reasons for this. For instance, social impacts and interventions are extremely diverse, and not all countries and even communities are faced with the same social challenges.*

*From our analysis, it's interesting to see what socio-economic benefits DLA Piper and its member firms in Africa have within the countries they operate. We're pleased to have supported them develop a broader measurement framework, and a key suggestion is to measure what you can but don't discount the rest, as research shows that narratives about important interventions are just as powerful.”*

**Cobus De Hart**

Director of Africa Consulting  
Oxford Economics Africa



## Supporting a more inclusive legal profession

People from underrepresented groups face barriers to entering the legal profession. These barriers not only restrict individual potential but also prevent the legal profession from finding new talent.

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



### SDG 10: Reduced Inequalities

Our programmes are steered by target **10.2**:  
By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

## Global Scholarships Programme

Our Global Scholarships Programme (GSP) supports students interested in the legal profession from across Africa, South and West Asia, the South Pacific and Latin America. Graduates of the programme – known as GSP Fellows – gain core skills to become lawyers in their native countries, increasing both their own professional potential and their country's legal capacity.

The programme consists of a bespoke two-year scholarship. Fellows develop skills through mentoring, networking, career workshops, and internships, with the cost of all tuition covered by DLA Piper.

In May 2023, we welcomed our fifth cohort of Fellows. They joined a development week in the following August at DLA Piper Africa, Mozambique (SAL & Caldeira Advogados, Lda), which meant we could get to know our Fellows better and assign them mentors more effectively. The Fellows were also able to develop their peer network and build on their skills for education and employment.

In September, the fourth cohort travelled to the UK for a two-day training course at the **University of Oxford**, led in partnership with **Saïd Business School**. During the trip the Fellows also:

- Attended a professional dinner with keynote speaker The Rt. Hon. Lady Justice Andrews on Access to Justice in a Digital Age.
- Attended a client leadership panel featuring Jon Hayes (Partner, DLA Piper), Isabel Waida (Group General Counsel, Unilever 'Homecare'), Tanya Coventry (Managing Associate General Counsel, HSBC) and Jo Haas (Director – Commercial Law, Visa).
- Engaged with **PCA Law** on Leadership Communication and Influence.

In total, 50 Fellows from 14 countries were supported last year. These include those from our newly partnered universities, **The Gambia Law School** in Banjul, The Gambia and **Jahangirnagar University (JU)** in Dakar, Bangladesh.

As we are keen to better understand the impact, we commissioned **Tshikululu Social Investments Management Services Pty (Ltd)** to complete an impact assessment. The annual impact assessment evaluated the programme’s performance against its objectives and identified key achievements. Overall, the programme had a satisfaction rate of 90% amongst all stakeholders, including Fellows, mentors, university partners, and trainers. Fellows specifically had a satisfaction rate of 95%.

90%

satisfaction rate amongst all stakeholders including Fellows, mentors, university partners, and trainers.

95%

Fellows satisfaction rate

Tshikululu was also commissioned to conduct a benchmarking exercise. The benchmarking enabled DLA Piper to gain insights into comparator programmes and their best practices. Insights and recommendations from the exercise will help GSP maintain international appeal, and increase programme impact and scale.

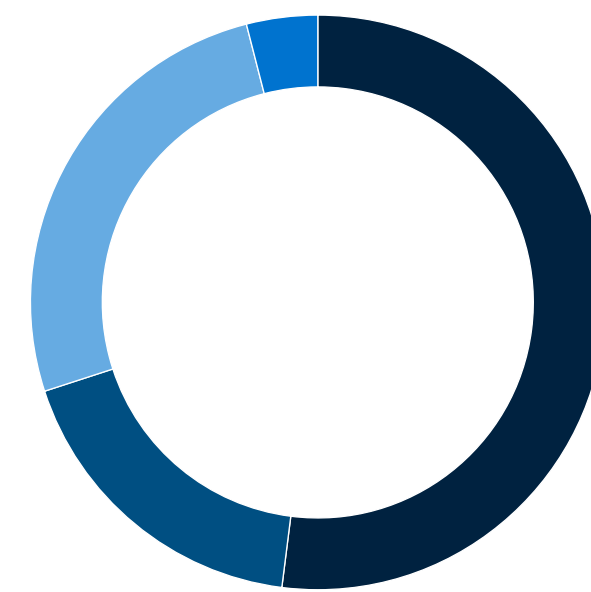
**GSP highlights from the last year**

- An alumni Fellow and a current Fellow joined DLA Piper Africa, Uganda (S&L Advocates) as Junior Associates.
- A current Fellow in Bangladesh was awarded an internship by the **United Nations**.
- The Global Scholarships Programme was shortlisted at the FT Innovative Lawyers Awards for the Responsible Business award.
- **Tshikululu Social Investments** was appointed as our new partner for impact measurement.

**The Global Scholarship Programme in numbers**

**Fellows per location**

● Africa 26 ● Asia 9 ● North America 13 ● Oceania 2



**Africa**

The Gambia	4 from 3 universities
Mozambique	4 from 1 university
Rwanda	4 from 1 university
Senegal	4 from 1 university
Uganda	5 from 1 university
Zambia	5 from 2 universities

**Asia**

Bangladesh	4 from 3 universities
Cambodia	3 from 1 university
Laos	2 from 1 university

**North America**

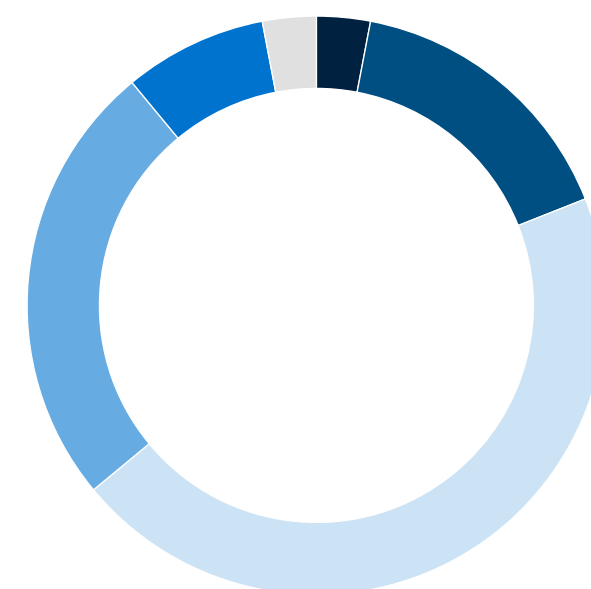
El Salvador	4 from 1 university
Guatemala	5 from 1 university
Honduras	4 from 1 university

**Oceania**

Marshall Islands	1 from 1 university
Vanuatu	1 from 1 university

**Mentors per location**

● Africa 3 ● Asia 16 ● Europe 45 ● North America 25 ● Oceania 7 ● South America 3



**Africa**

South Africa	3
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**Asia**

Hong Kong	6
Qatar	1
Singapore	2
UAE	7

**Europe**

France	3
Germany	3
Hungary	2
Italy	2
Poland	1
Portugal	2
Spain	1
UK	31

**North America**

Canada	2
USA	23

**Oceania**

Australia	7
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**Latin America**

Brazil	2
Puerto Rico	1



*“The GSP has provided not only financial aid but also invaluable support in other areas. In just two years, I was able to complete my law degree and pass the bar exam. The mentorship, internship, and leadership courses have helped shape me into a confident and capable leader, which I believe played a significant role in securing my current role as a Junior Associate at DLA Piper Africa, Uganda.”*

**Courage Ssewanyana**

DLA Piper Fellow, Uganda

Junior Associate, DLA Piper Africa, Uganda (S&L Advocates)

*“My life definitely has a ‘before’ and ‘after’ the Global Scholarship Programme. Not only did it give me more confidence in myself and in my goals, but also a much clearer path for my future. Thanks to the programme, I was able to finish my law degree studies and gain invaluable experience in the field I am interested in through an internship in an international human rights organisation. I am grateful beyond words to the programme for allowing students like me to achieve our ambitions and dreams.”*

**Kristel Martin**

DLA Piper Fellow, Guatemala

#### Alumni Fellows

**> 79%**

of Fellows are employed and promoting the rule of law in their respective country.

**> 17%**

of Fellows are now employed by DLA Piper or DLA Piper Africa<sup>2</sup>.

**> 68%**

of Fellows found employment

within

**0-6 months**

of completing the programme.

<sup>2</sup>A Swiss Verein whose members are comprised of independent law firms in Africa working with DLA Piper.



## Head Start

Our Head Start programme gives talented young people from underrepresented backgrounds support to enter and succeed in the legal profession.

The programme recruits students – who we refer to as Scholars – through evidence-based criteria related to social equality. Through workshops, trainings, internships, and mentorships, Scholars build their knowledge, awareness, professional networks and confidence.

Last year, more than 159 Scholars engaged in our Head Start programmes in the United Kingdom, Kenya, China, New Zealand and Australia. These were delivered in partnership with local not-for-profit organisations and, depending on the location, last between 18 months to five years.

## 159+ Scholars

across 5 countries

### Head Start (Kenya)

In Kenya – like other countries across Africa – youth unemployment remains a major issue. Contributing factors include a lack of access to tertiary education and opportunities to learn skills required for meaningful employment.

In the last year, DLA Piper Africa, Kenya (IKM Advocates) has continued to partner with Tanari Trust and grown Head Start to welcome an additional six Scholars – bringing the total to 26.

Each Scholar has access to:

- Our Head Start Africa (HSA) Academy for experiential activities and skills-development training. This has expanded from a one-week to a two-week initiative.
- Various work placements, including the opportunity for two Scholars to gain experience with one of our clients, enabling them to broaden their professional networks beyond our firm.

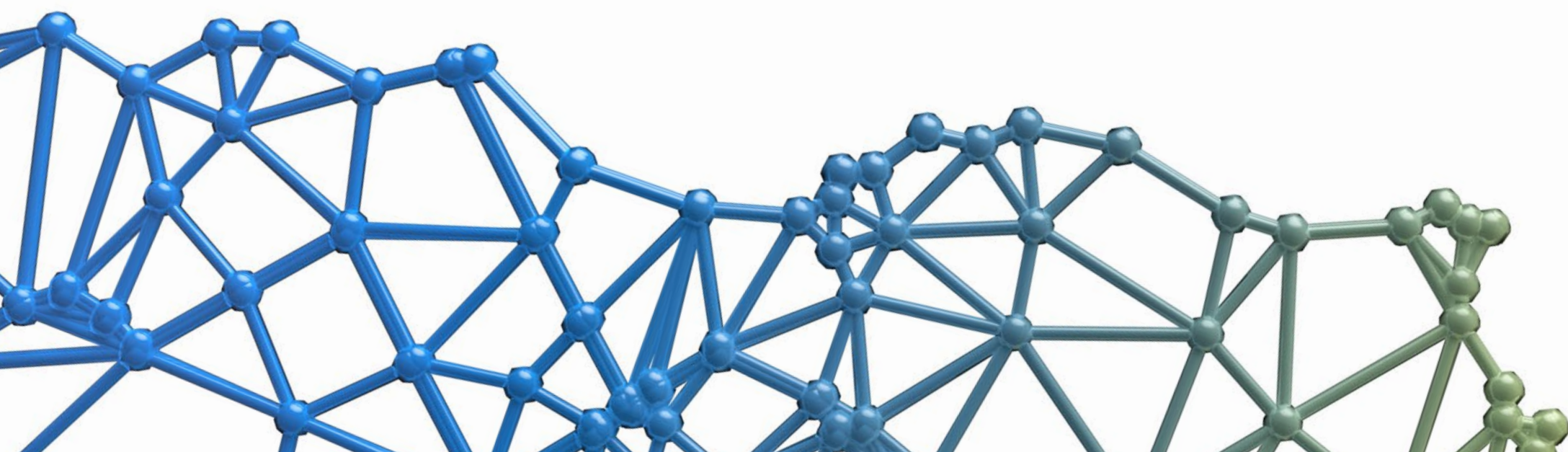
## 26 Scholars

are currently enrolled in our Head Start programme in Kenya.

*“The programme has ignited my passion for law, while its life skills training empowered me to invest in farming to supplement family income and fund my legal education. Through exposure to the job market, connections, and financial support, Head Start Africa holistically prepared me to chase my dreams, and I believe that this will enable me to contribute to equitable access to justice in my country.”*

**Bernard Kamau**

Moi University Law Student and Head Start Scholar





## Head Start (United Kingdom)

In the UK, we have continued to deliver Head Start in partnership with **The Sutton Trust**, **PRIME Commitment**, and **Social Mobility Business Partnership**. Through events, workshops, mentorships, and networking, we've worked with these organisations to help Scholars learn about the legal profession, build their confidence, and develop their professional networks.

Through partnerships with **Peppo Tutors** and **Assessment Day**, we've provided Scholars with tutoring and materials helpful for revision. Our Early Careers and Talent Acquisition team have regularly delivered webinars to help Scholars learn about career opportunities available to them, and what to expect

from recruitment processes. Scholars have also engaged with professionals from some of our clients including Aviva, Baillie Gifford, HSBC, NatWest, UK Government Legal Department and Sodexo, gaining insights from different industries and in-house lawyers.

In the UK, engaging with members of our communities through education and employability programme, like Head Start, is part of our social mobility strategy. We ranked 12th out of 75 for the second consecutive year in the **Social Mobility Foundation's 2023 Employer Index**.  
For further information, read more in our **People Deep Dive**.

## Alumni (United Kingdom)

Since its inception in 2019, Head Start in the UK engaged

# 169 Scholars

prior to those enrolled onto the programme in FY24.

Whilst it is not a pipeline programme, we have recruited:

**6**  
Scholars to a training contract

**1**  
Scholar to a Solicitor Apprenticeship

In the same timeframe:

**6**  
Scholars earned a training contract at other law firms

**18**  
Scholars earned a Solicitor Apprenticeship or other legal role at other law firms

**5**  
Scholars earned roles in other industries

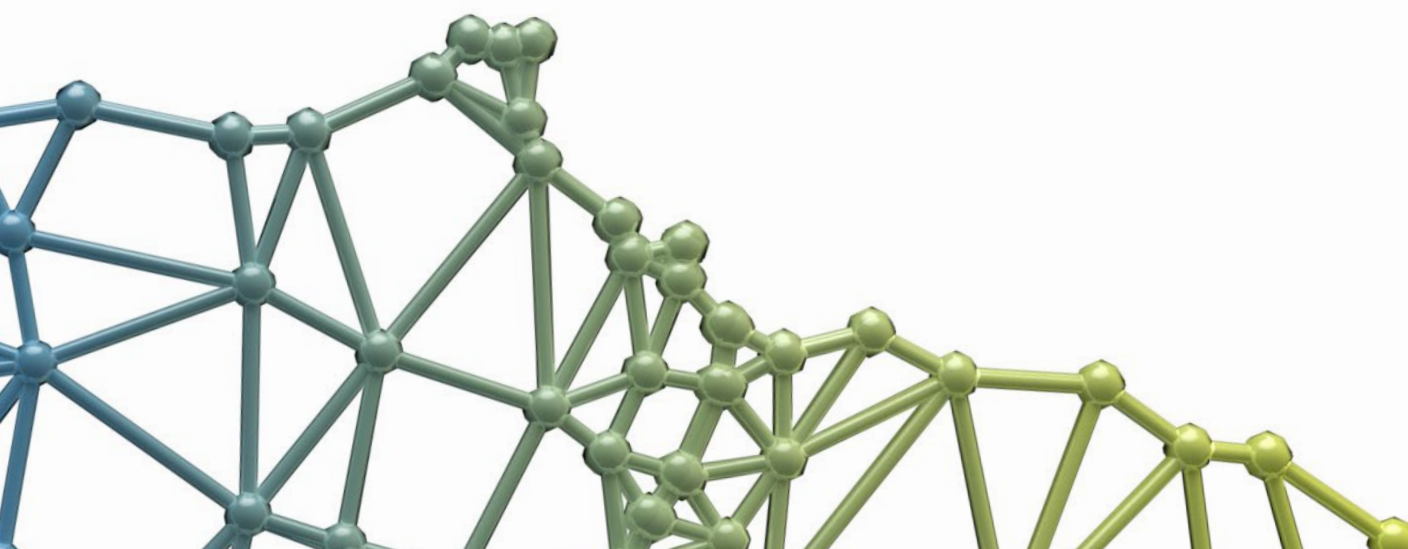
In our first two cohorts, those who responded to feedback questionnaires reported:

Head Start has helped provide me with a "transformational outcome"  
**40%**

Head Start has helped improve my confidence  
**94%**

*“Before joining the programme, I didn’t have the confidence that a career in law could be possible for someone who comes from my background. Head Start showed me that is not the case. I created my first ever CV with my mentor who I also had career discussions with. Head Start has been life transforming and I cannot thank everyone enough for allowing me to be part of this programme!”*

**Maha**  
Incoming Trainee Solicitor  
DLA Piper



## Promoting social and environmental justice through our pro bono strategy

We promote social and environmental justice around the world through our pro bono strategy. This work aligns with the firm’s sustainability and ESG ambitions and the UN Sustainable Development Goals (SDGs). It focuses on areas where our legal expertise is most needed.

Our pro bono strategy consists of three pillars, each aligned to the areas where we can create the biggest impact.



### Supporting climate, environment and biodiversity

- Supporting sustainable and climate friendly practices
- Conservation of wildlife and biodiversity
- Supporting a just transition to a low carbon future



### Protecting the rights of vulnerable people

- Refugees, displaced people and stateless individuals
- Advancing racial and sexual equality
- Gender based violence



### Supporting equality and good governance

- Promoting best practices in business and human rights
- Supporting civil society and human rights defenders
- Promoting good governance and economic advancement of least developed countries

#### Rights holder engagement

Aligned to SDGs:



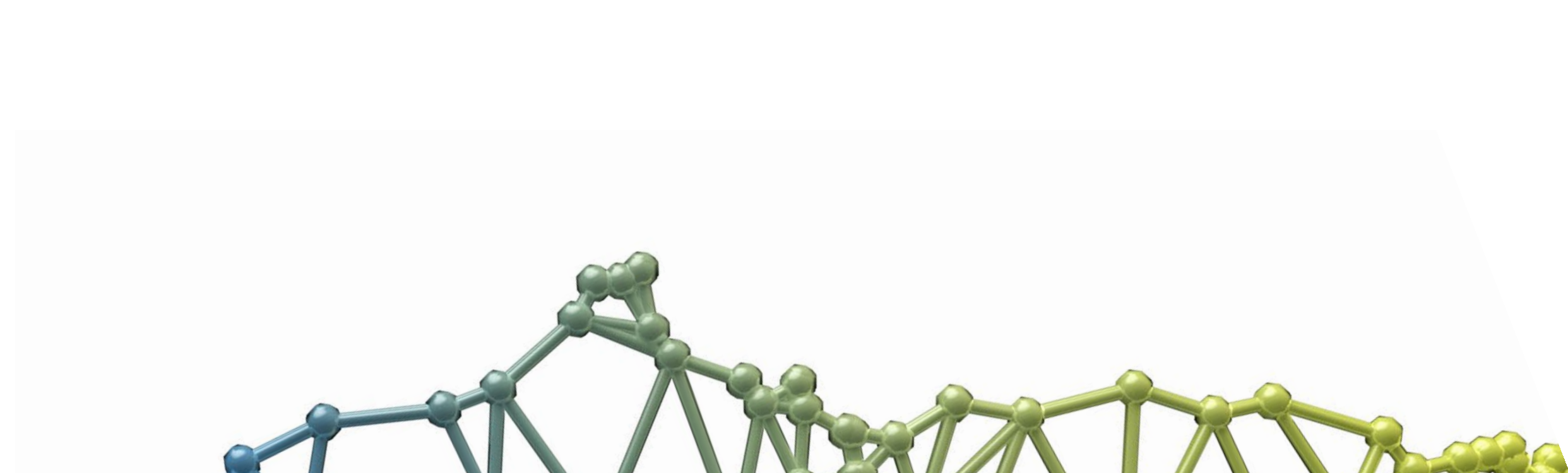
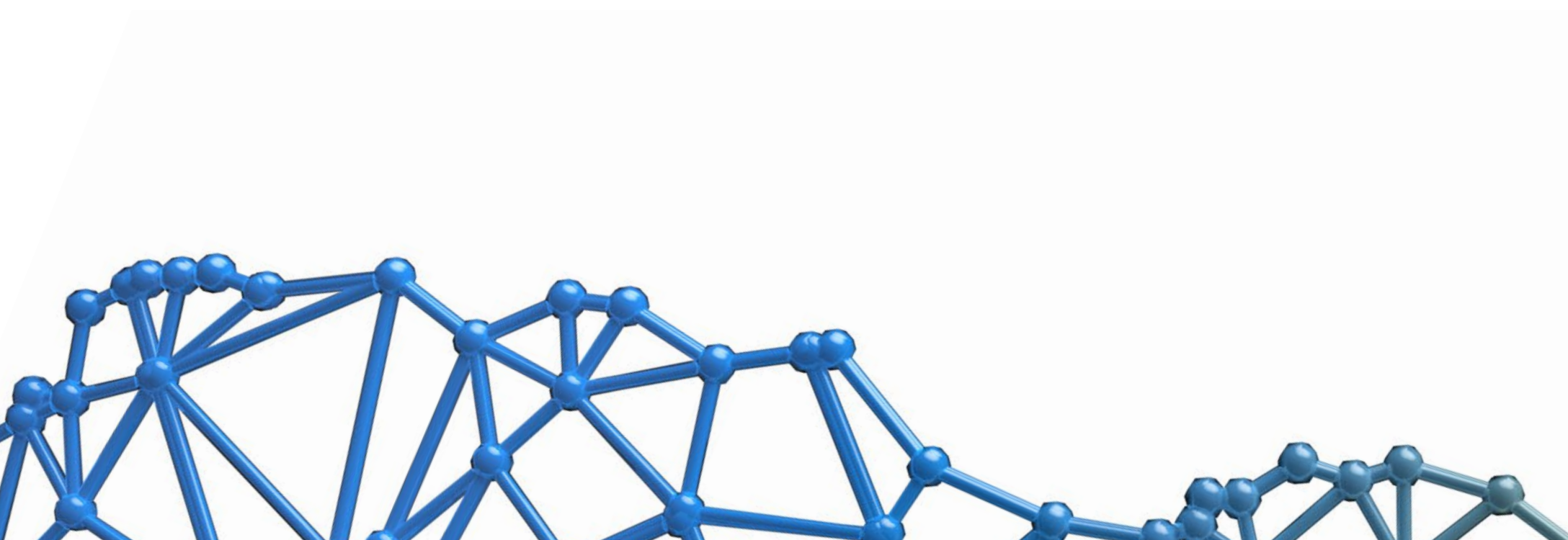
#### Partnerships

Aligned to SDGs:



#### Technology and data

Aligned to SDGs:







### Our pro bono clients

We work with five types of pro bono clients:

- individuals who can't afford a lawyer or access legal aid.
- non-governmental and not-for-profit organisations such as associations, charities and foundations.
- UN agencies
- social entrepreneurs
- least developed, or (in some cases) developing countries.

### Our pro bono culture

Depending on their region, we expect our lawyers to contribute between 25 and 65 hours to pro bono projects each year. This gives our lawyers opportunities to contribute to a range of critical issues. It also develops their knowledge and understanding of social challenges and the legal framework around them.

### Pro bono expands our lawyers' skills

As businesses come under more pressure to operate sustainably, sustainability and ESG expertise are becoming increasingly valued by our clients. Working pro bono gives our lawyers valuable insights into sustainability topics that they can apply in commercial projects.

### Pro Bono Breakdown (FY24)

#### Pro bono by the numbers:

No. of pro bono hours:

252,206

Number of hours per lawyer:

28

Total number of lawyers contributing to pro bono in the last year:

1,942



15% of hours contributed to climate and biodiversity.



26% of hours contributed to forcible displacement.



15% of hours contributed to good governance.



10% of hours contributed to clinics.



14% of hours contributed to individual work.





## Supporting our clients on the societal effects of climate change

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

We've contributed to projects that support people affected by climate change, as well as assisting clients in amplifying their voices to promote more equitable discussions on environmental justice.

### Supporting people displaced by climate change and disasters

The effects of climate change and disasters on human displacement is a growing concern. Floods alone caused 9.8 million people to become displaced in 2023.<sup>3</sup> This exceeds the population of Hungary.<sup>4</sup>

This is a key focus of our support to [The UN Refugee Agency \(UNHCR\)](#). Our three-year partnership was formed in 2022, and builds on an existing relationship that goes back over a decade.

#### Our support to UNHCR FY24



6,528 hours of pro bono equivalent to GBP 2,300,000.



295 lawyers participated in pro bono projects for UNHCR.



GBP 123,095 donated to UNHCR by the firm.

### Researching legal protections for people displaced across borders

We helped UNHCR document the legal frameworks for protecting people displaced across borders by the impacts of climate change and environmental disasters, so they are better prepared to respond to this growing need. This research included examples of state practices in offering protection to people displaced by climate change, along with other types of complementary protection such as humanitarian visas, residency permits, and work permits.

Ahead of significant international events such as COP28 and the 2023 Global Refugee Forum, the research aimed to help UNHCR advocate for legislative and policy changes.

We presented key findings from the research at a panel in Brussels during the 2023 [PILnet](#) conference. The panel featured Pietro Le Fortezza from our Litigation and Regulatory team in Milan alongside experts from UNHCR, the [Global Strategic Litigation Council](#) and the [Raoul Wallenberg Institute](#).

We're also developing training materials to support lawyers acting for people displaced by climate change and natural disasters. This will ensure that they have access to emerging jurisprudence and trends.

UNHCR will continue to use this research for their advocacy efforts, and we plan to further develop training materials for legal professionals around the topic.

*“The global climate crisis is a human crisis, contributing to the movement of millions of people worldwide. It is crucial that lawyers, decision-makers and judges are equipped with the knowledge and tools to apply international refugee law and human rights instruments, to ensure that such people can receive international protection where applicable. DLA Piper’s research will assist UNHCR and legal partners worldwide to more effectively assist and uphold the rights of people forced to flee in the context of the impacts of climate change and disasters”.*

**Madeline Garlick**

Chief of Protection Policy and Legal Advice  
The UN Refugee Agency (UNHCR)

<sup>3</sup> The UN Refugee Agency (UNHCR) – United Kingdom for UNHCR: Climate Change and Disaster-Related Displacement

<sup>4</sup> World Bank Group: Hungary

*“The legal community has pledged to provide greater support to displaced lawyers and refugee law graduates and strengthen refugee legal empowerment work.*

*Each year, we have collectively pledged to undertake 224,000 hours of free legal assistance for refugees and the organisations that are led by or work with them, and to provide legal assistance to 260,000 people.”*

**Awmaima Amrayaf**  
Senior Impact Adviser  
DLA Piper

Pledge of the **Global Legal Community**, of which we are co-leaders

Provide more than

**one million**

displaced or stateless people with free legal assistance.

### Global Refugee Forum pledges

We continue to show leadership and support coordination of the private sector. For example, we participated in the **2023 Global Refugee Forum** in Geneva and committed to support multistakeholder pledges alongside governments, non-governmental organisations, not-for-profit organisations and private companies.

Our pledges are to:

Co-lead the **Global Legal Community** pledge to contribute more than one million pro bono hours to refugees and relevant organisations and provide more than one million displaced or stateless people with free legal assistance. This pledge is designed to help address the access to justice gap experienced by this vulnerable population.

Co-lead the **Supporting Refugee Family Reunification** pledge to reunite at least one million refugee families by 2030. Dedicated family reunification procedures exist in most countries, allowing refugees to bring their family members to the country in which they are legally residing, enhancing legal pathways to migration and helping to reunite families in need of protection. The work will involve the assessment of legal needs, mapping of existing legal services worldwide, capacity building of legal professionals and strategic litigation.

Support the **Refugee Environmental Protection (REP) Fund** to create an innovative financing mechanism to invest in reforestation and clean cooking programmes in refugee situations in climate-vulnerable countries around the world. To help progress, we will provide pro bono legal assistance to UNHCR and partners on risk assessments and carbon credit frameworks.

Join the **Climate Action** pledge to assist governments and other stakeholders in accessing the finance and support that will enable them to develop solutions to the most pressing climate challenges in their local communities.

The Global Refugee Forum was co-convened by Colombia, France, Japan, Jordan, and Uganda, and co-hosted by the Government of Switzerland and UNHCR.



DLA Piper's Awmaima Amrayaf reading the Global Legal Community pledge at the Global Refugee Forum 2023 in Geneva.



## Highlighting climate displacement at COP28

At COP28 in Dubai, we co-hosted an event with UNHCR and Oliver Wyman, highlighting the role of the private sector in addressing climate displacement. The event touched on major climate displacement advocacy action points, explored the link between climate change and refugees, and emphasised the role of the private sector in helping refugees adapt to climate change. The event brought key actors together to profile climate displacement.

For more about our involvement in COP28, see the Middle East and Africa section of our [Regional Highlights](#).

## Developing the first Climate Displacement Case Database

Legal efforts to uphold the rights of people displaced by climate change can sometimes be hampered by a lack of past cases and precedents to support their cases. To help resolve this problem, we're developing the world's first Climate Displacement Case Database. The project is being led by the [Global Strategic Litigation Council](#) and developed in collaboration with the [Zolberg Institute on Migration and Mobility](#), [Earth Refuge](#) and Dr. Matthew Scott, Senior Researcher and Thematic Leader at the [Raoul Wallenberg Institute](#).

The database aims to enhance strategic litigation and legal advocacy by making it much easier to access information about past cases and precedents in the realm of climate displacement. The resource will empower civil society to better advocate for their clients by learning from past arguments and experiences, and refining their strategies. This will ultimately work to protect those who have been displaced by the effects of the climate crisis.

## Helping Small Island Developing States to amplify their voices on climate change

Globally Small Island Developing States (SIDS) contribute the least to global greenhouse gas emissions yet are impacted the most by the adverse effects of climate change.

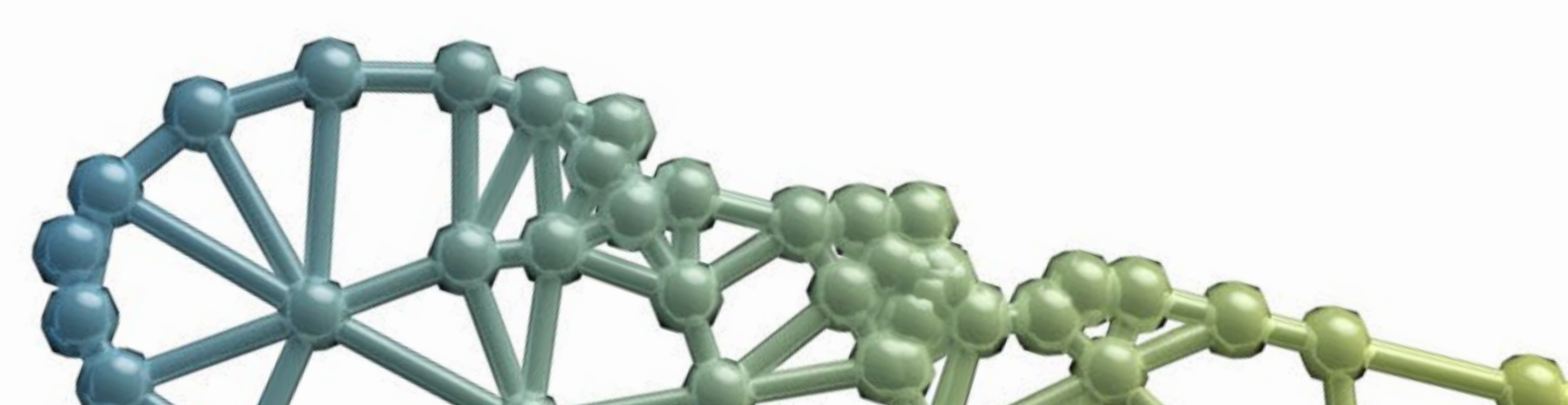
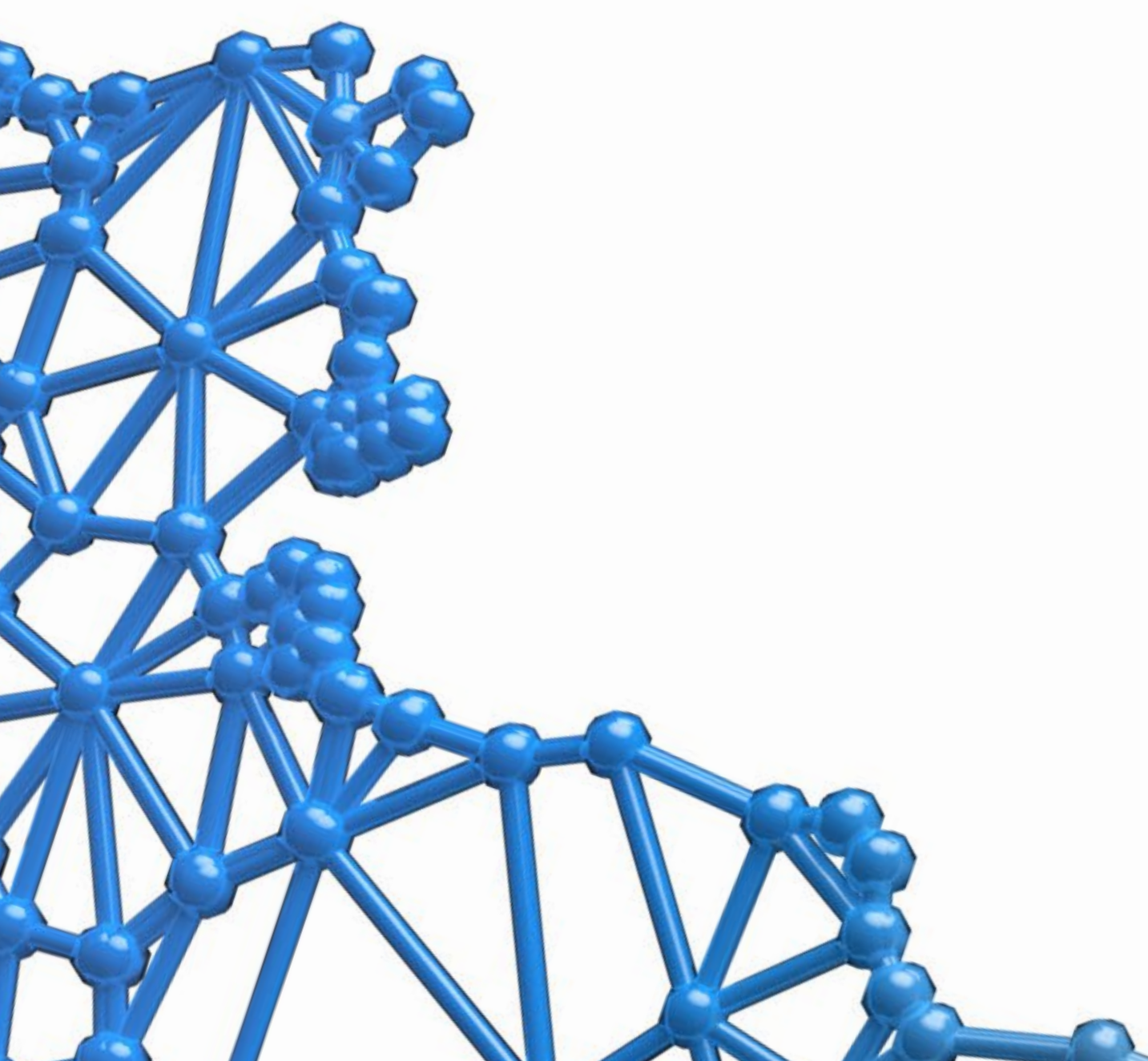
Rising sea levels put the existence of SIDS at significant risk. Their coastlines, infrastructure, and economy – as well as their civilisations and cultures – could be lost entirely. Countries like Solomon Islands have already seen their islands disappear because of sea level rise.

Compounding the challenges of climate change faced by SIDS is their lack of access to finance and the technical expertise necessary to mitigate and adapt to its impacts.

Much of the development of international climate change law takes place at the negotiating table – a space where States with significant financial resources, legal teams, and advisors can direct and dominate the discussion. While smaller States are certainly not powerless at the negotiating table, international climate advocacy plays an important role in raising awareness of the challenges SIDS face and holding high emitting States accountable to their net zero targets.

Last year, we provided significant pro bono support to represent SIDS in Asia-Pacific in two climate litigation proceedings to ensure their voices are heard on the international stage.

We've been supporting developing countries to have a voice in relation to the [United Nations Framework Convention on Climate Change \(UNFCCC\)](#) since 2008. This has contributed to several significant international agreements coming into existence such as The Paris Agreement.





## Representing Asia-Pacific Island nations in international courts

### International Tribunal for the Law of the Sea (ITLOS)

We represented the Southeast Asian Island nation of Timor-Leste before the **International Tribunal for the Law of the Sea (ITLOS)** in its advisory opinion on States' obligations to protect the marine environment in relation to climate change. The **Commission of Small Island States (COSIS)**, a collective of SIDS from around the world, requested the advisory opinion.

The advisory opinion was a historic legal proceeding as:

- it was the first ever inter-State advisory opinion – consisting of 35 States – on climate change and international law.
- nine SIDS participated – the largest number to be represented at any inter-State proceeding (recently dwarfed by the 18 SIDS and four States that are both Least Developed Countries (LDCs) and SIDS participating in the ICJ Advisory Opinion).

We assisted Timor-Leste in preparing for the written and oral phases of the proceedings. This ensured Timor-Leste and other SIDS had their voices heard on the climate crisis and how it affects them, providing greater representation of views for the Tribunal's consideration.

ITLOS published its opinion on 21 May 2024. The advisory opinion was a positive step for greater climate action with the Tribunal concluding that States have a stringent duty of due diligence to put in place legislation, administrative procedures and enforcement mechanisms to regulate activities emitting greenhouse gases. The Tribunal also affirmed that developed States have legally binding obligations to support developing States in terms of capacity building, scientific expertise, technology transfer, and financing. The Tribunal's findings reinforce the need to support developing States, in particular SIDS and LDCs, in combatting the climate crisis.

### International Court of Justice (ICJ)

In addition to supporting SIDS in the ITLOS Advisory Opinion, we are representing three SIDS – Timor-Leste, Tonga, and Solomon Islands – before the **International Court of Justice (ICJ)** in a landmark advisory opinion requested by the United Nations General Assembly. The ICJ has been asked to consider the obligations of States under international law to protect the climate system from the adverse effects of anthropogenic greenhouse gas emissions for States and for present and future generations. The ICJ has also been asked to consider the legal consequences for States that have caused significant harm to the climate. The question put to the ICJ is significantly broader than the question put to ITLOS. While the ITLOS Advisory Opinion was limited to the interpretation of obligations relating to the law of the sea, the ICJ has been asked to consider its question in light of general international law, including obligations under international human rights law, biological diversity, law of the sea and questions of State responsibility and liability.

Our support to Timor-Leste, Tonga, and Solomon Islands has included preparing separate written statements of their positions on the questions put to the Court, as well as responding to the submissions received from other States in reply comments. Our representation will continue into the oral hearing, set to take place in late 2024.

Our representation of SIDS in these proceedings draws global attention to the first-hand experience of islanders on the front lines of the climate crisis. The ITLOS and ICJ cases will likely:

- provide greater clarity to States' obligations to protect people and the environment from the impacts of climate change.
- provide more avenues for SIDS to pursue climate litigation against heavy emitting States and companies who fail to meet their climate obligations.
- increase pressure on high emitting States to seek diplomatic outcomes, including future COP agreements or for the negotiation of new climate agreements with further obligations.
- give States support to tighten domestic regulatory pressure on all emissions-related matters.

*“DLA Piper has not only provided an exceptional understanding of the legal issues, but also the political and economic issues. The firm has helped us express our voice before the world in a way that we would have struggled to do alone. Climate is such a critical issue. Our country appreciates this assistance at such a critical time.”*

#### Rose Kautoke

Senior Crown Counsel

Head of the Legal Advice and International Law Division  
Attorney General's Office, Government of the  
Kingdom of Tonga



## Helping those affected by the ongoing war in Ukraine

February 2024 marked the second anniversary of the Russian invasion of Ukraine. This ongoing conflict continues to affect people who remain in Ukraine, and others who have managed to flee.

Last year, we continued contributing to projects that help those affected by the war, with a special focus on those supporting displaced people to integrate into their new country of residence.

Free UK immigration advice for people fleeing Ukraine is available through the **Ukraine Advice Project** – winner of the Pro Bono Initiative of the Year at the 2022 Advocate Awards – which we are continuing to support.

### Ukrainian Business Bootcamp (Ireland)

In November 2023, we partnered with **United for Changes (U4C)** – an initiative to help Ireland integrate Ukrainians into Irish society – to organise the Ukrainian Business Bootcamp (UBB). The UBB was a two-day in-person event for displaced people from Ukraine to learn about starting their own business in Ireland.

Thirty people from Ukraine travelled from across Ireland to attend the event in Dublin. Some had entrepreneurial experience in Ukraine, while others were learning how to develop business ideas for the first time.

Our lawyers delivered workshops and trainings throughout the bootcamp, covering topics such as the legal aspects of starting a business. The event also included a pitching competition, and we provided pro bono legal advice to the five winners. The winning proposals included:

- Setting up a business to serve customers with Ukrainian food.
- Opening a web studio for creating websites.
- Relocating a family business from Ukraine to Ireland to produce natural care cosmetics.

In total, 10 out of 30 attendees have set up businesses, or are in the process of doing so.

## 10 out of 30

Ukrainian Business Bootcamp 2023 attendees have set up businesses or are in the process of doing so.

### Know Your Rights: helping displaced people from Ukraine settle (Germany)

In Germany, we partnered with **Ukrainian Education Hubs Network** and **UPJ Pro Bono Rechtsberatung** to launch a local version of Know Your Rights, one of our flagship programmes supporting forcibly displaced people.

In each jurisdiction, Know Your Rights involves partnership with not-for-profit organisations to better understand the contexts and needs of individuals. This version of the programme is specifically designed to help people from Ukraine with special temporary protection status to set up their new lives in Germany.

More than 200 people attended our seminars, which covered the German legal system, employment law and the tax system.

### Know Your Rights more broadly in FY24 has:



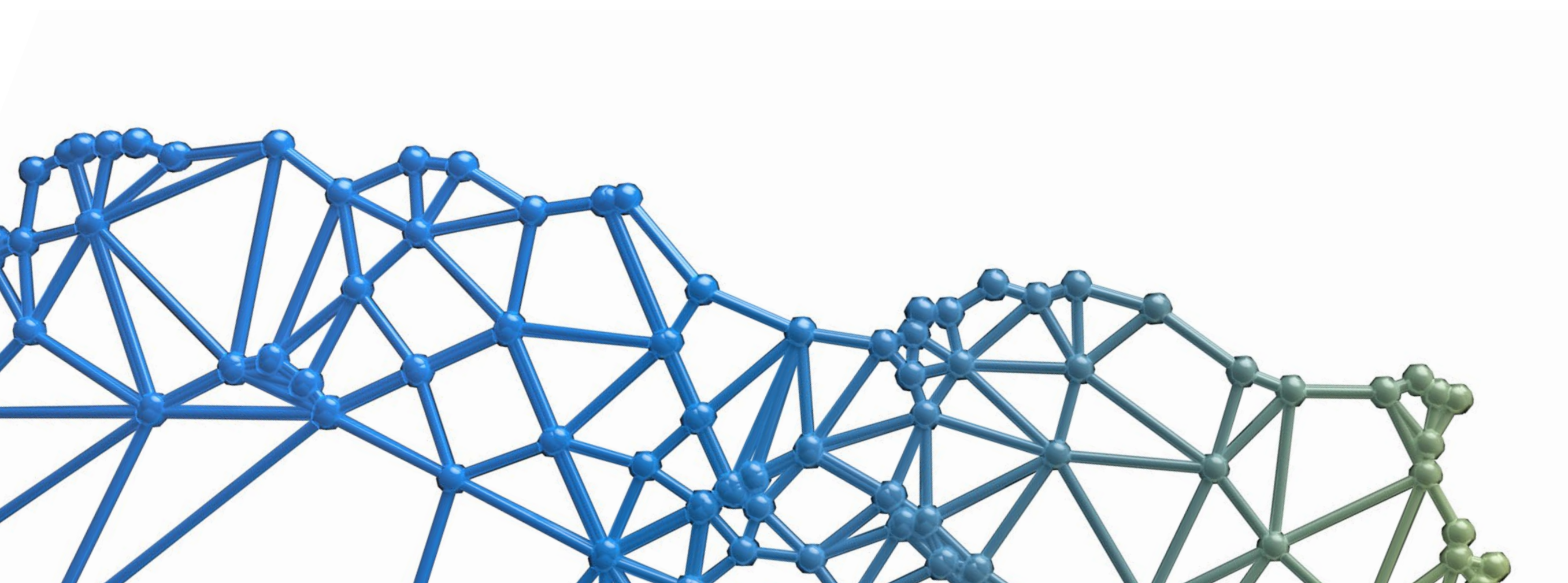
Delivered 106 training sessions across 13 countries.



Engaged 157 of DLA Piper's lawyers.



Engaged 1,859 displaced people through our training sessions.





## Supporting projects for gender equality

The Sustainable Development Goals Report 2023: Special Edition reveals only 15.4% of the indicators for Goal 5: Gender Equality with data are on track for the 2030 targets. It also estimates that, given the way things are currently going, it will take 286 years to close the gender gap in legal protection and remove discriminatory laws.<sup>5</sup>

### Giving adolescent girls access to sexual health services (ASRH DIB)

In Kenya, lack of access to sexual and reproductive health services – particularly for girls and young women – is a widespread problem. More than half of teenage pregnancies in Kenya are unintended, and half of all new HIV infections occur among 15-24-year-olds, with the majority of those being female.<sup>6</sup> However, 23% of girls aged 15-19 who wish to access contraception are unable to.

Almost a quarter of girls aged 15-19 in Kenya who wish to access contraception are unable to.

To help address the challenge, we worked with the **United Nations Population Fund (UNFPA)** to develop an Adolescent Sexual Reproductive Health Development Impact Bond (ASRH DIB). We advised on the legal structure of the bond and worked on drafting the co-funding agreement that governs the relationship between UNFPA and the Outcomes Payors. The work was carried out through **New Perimeter** – a non-profit affiliate of our International and US firms.

The ASRH DIB will use a digital platform to connect adolescent girls to health services in pharmacies and public and private facilities. It will also allow girls to rate their services to ensure their community has continued access to quality sexual and reproductive health. The ASRH DIB has received inter alia a USD 7 million Outcome Payment commitment from the **Joint SDG Fund**.

### Providing insights on laws affecting women's rights and inclusion (Nigeria)

For the World Bank Group's **Women, Business and the Law 2024 Report**, DLA Piper Africa, Nigeria (Olajide Oyewole LLP) provided extensive legal research on family law, employment law, and laws protecting women from violence. The voluminous research explored matters relating to women's safety, mobility, workplace, pay, marriage, parenthood, childcare, entrepreneurship, assets, and pension.

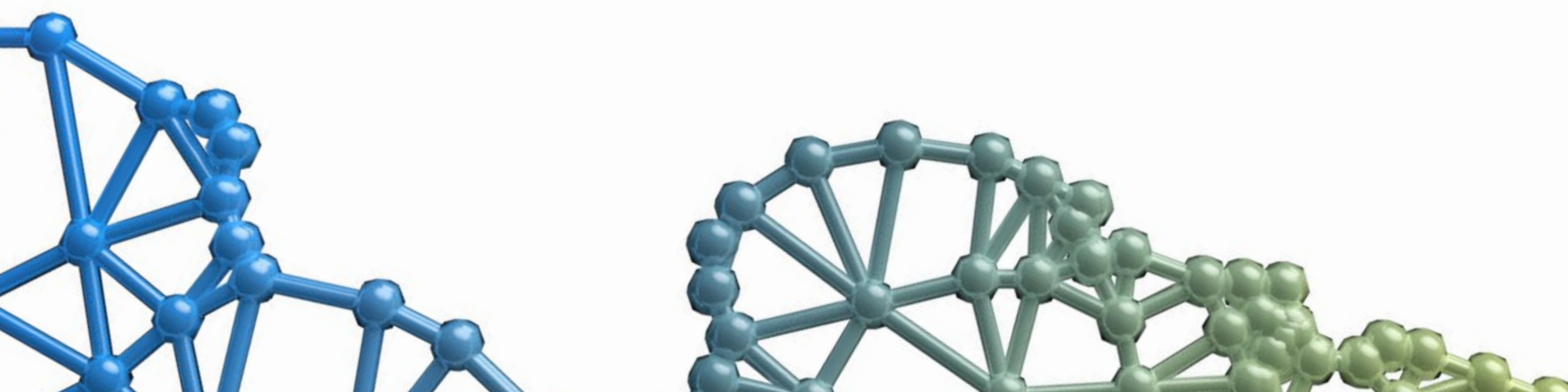
The World Bank Group's WBL team has used these contributions, alongside the responses from experts in other jurisdictions, to draft the WBL Report 2024. WBL presents an index measuring laws and policies that hinder and promote women's economic opportunity across 190 economies. The firm's contributions helped to measure laws and policy frameworks impacting women's economic opportunity globally.

The real-world impact of the WBL 2024 Report cannot be understated, particularly for lower-middle income economies looking to boost economic growth. All economies can compare their laws and regulations to jurisdictions that have taken steps towards embedding gender equality in the law. Comparable across economies, the WBL data is useful for research and policy discussions on improving women's economic opportunities.

Furthermore, alongside **UN Women** and the **Organisation for Economic Co-operation and Development (OECD)**, WBL is a co-custodian of SDG indicator 5.1.1, which measures whether legal frameworks are in place to promote, enforce and monitor equality and non-discrimination based on sex.

<sup>5</sup>The Sustainable Development Goals Report 2023: Special Edition

<sup>6</sup>BMC Public Health





## Providing people-led pro bono offering to support underrepresented groups

We're working to deepen our understanding of the challenges faced by underrepresented groups. In some instances, these challenges reflect the knowledge and interest of our People Networks.

Our People Networks are internal communities with a particular focus on specific aspects of identity and shared lived experiences. We recognise the importance of these groups as a way of supporting, connecting and educating people, and raising awareness.

We are also collaborating with our People Networks to extend our pro bono services.

### Supporting marriage equality for LGBTQ+ community

We engage with Iris Represents – the dedicated pro bono unit of our LGBTQ+ People Network – to support services for LGBTQ+ clients. This allows us to offer legal support that draws on the lived experiences and knowledge of our Network's members and allies.

Members of Iris Represents from 30 countries provided research to **Lawyers for LGBT and Allies Network (LLAN)** – a not-for-profit organisation in Japan – about the successful implementation of marriage equality in their jurisdictions in 2021. This survey has informed the suite of marriage equality lawsuits that continue to progress through the Japanese court system and in 2023, a landmark ruling in Japan held that marriage inequality undermined the dignity of LGBTQ+ people.

Most recently, we have been involved in helping LLAN translate judicial decisions on marriage equality and LGBTQ+ rights. These translations include the Sapporo High Court's ruling on **the constitutionality of same-sex marriage** and the Supreme Court's decisions on payments of victim benefits to surviving same-sex partners and a landmark decision that invalidated a surgical requirement for individuals desiring to make a gender change. The translations have been used to spread awareness of these decisions in non-Japanese media, to help inform strategy and outreach for LLAN's corporate advocacy work and by foreign academics to analyse developments in Japan.

### Advancing racial justice through new projects

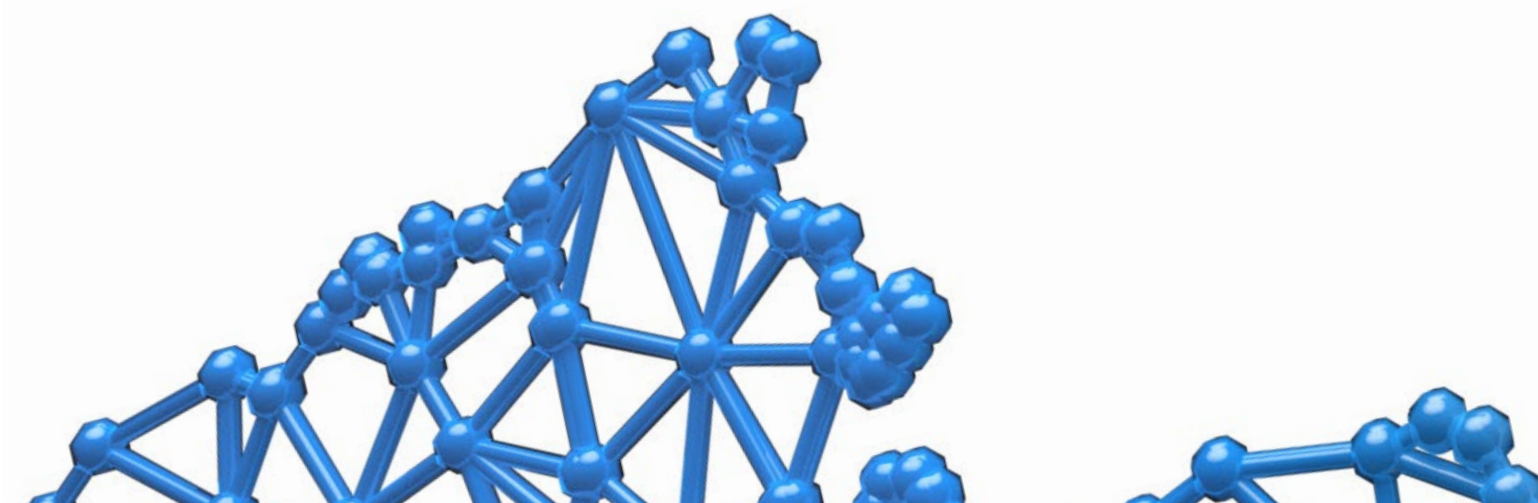
We are developing new projects to help advance racial justice through our pro bono strategy. This involves Mosaic – our People Network committed to celebrating differences and increasing education of cultural backgrounds, race, ethnicity, and faith.

We have already started working with the **Howard League for Penal Reform** – the world's oldest prison charity – on a project in which we contribute multi-jurisdictional research to better understand how different legal systems across the world apply the criminal law of joint enterprise. This refers to an individual being convicted of a crime committed by another individual. In the UK, joint enterprise disproportionately affects Black people, who are 16 times more likely than white people to be prosecuted.<sup>7</sup>

Additionally, we are exploring projects which:

- Support young people who have experienced police wrongdoing.
- Advise people going through the school exclusion complaints process. This will include making exceptional case funding requirements to access legal aid funding for legal representation.

<sup>7</sup> Crown Prosecution Service Joint Enterprise Pilot 2023: Data Analysis







*“Government cannot operate in obscurity. Our democracy requires that administrative decisions like this, that adversely affect people’s rights, must be opened to public scrutiny and comment. This is so that the government can exercise its power with accountability and with all the information it needs to treat people fairly and in accordance with the Constitution.”*

**Naseema Fakir**  
Executive Director  
Helen Suzman Foundation

## Strategic public interest litigation to vindicate the rights of Zimbabweans in South Africa

Since 2022, we have worked with the **Helen Suzman Foundation (HSF)** to challenge South Africa’s Ministry of Home Affairs over the legality of terminating the Zimbabwean Exemption Permit (ZEP) regime. The termination of the regime would have resulted in at least 178,000 Zimbabwean people, who have been legally living, working, attending school and building families in South Africa for almost 15 years, to be left undocumented and susceptible for deportation. In June 2023, the Pretoria High Court ruled in favour of HSF who argued that the Minister’s action was invalid, unlawful and unconstitutional and should be set aside.

In June 2024, the Constitutional Court of South Africa refused the Minister of Home Affairs’ application for leave to appeal in the ZEP case, bringing to a close our challenge of the unlawful termination of the ZEP regime.

## Helping displaced people seek reprieve for human rights violations

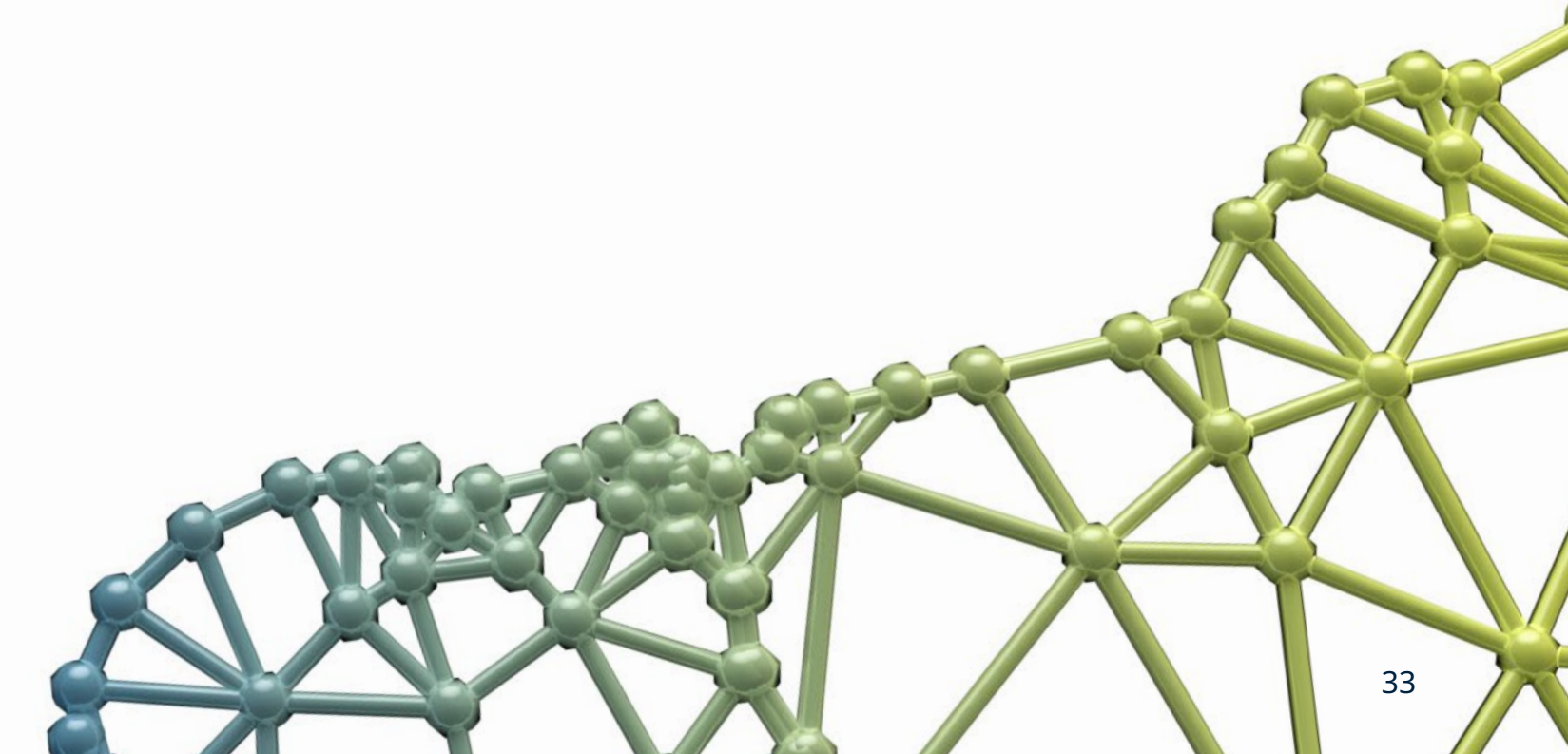
Since 2021, we’ve been part of the Rule 39 Pro Bono Initiative – a collaborative pro bono project led by Daria Sartori with fellow human rights lawyer Muriel Vicquéry. The initiative helps asylum seekers, refugees, and migrants in all member states of the Council of Europe seek reprieve for human rights violations in those states before the **European Court of Human Rights (ECHR)**.

Along with lawyers from seven other international law firms, DLA Piper lawyers give pro bono assistance to vulnerable displaced people – and not-for-profit organisations supporting them – in submitting cases to the ECHR.

In 2023, the Rule 39 Pro Bono Initiative won:

- LawWorks Best International Pro Bono Award
- PILnet Global Partnership Award

In just over two years, the initiative has helped more than 500 asylum seekers, refugees, and migrants seeking reprieve for human rights violations they have suffered.





## Investing in pro bono technology

### Streamlining pro bono through an innovative new platform

We supported the formal launch of Firm Manager, an innovative pro bono workflow management platform that helps law firms manage their pro bono intake, triage, and placements in a more streamlined way.

DLA Piper co-designed Firm Manager with Norton Rose Fulbright. The platform was built by Australian legal charity Justice Connect. We've been using Firm Manager for over a year as part of the platform's pilot phase. It has led to a significant reduction in the amount of time spent on reporting processes, as well as increasing the quality of data we are able to collect. It has also provided deeper insights on where and how our pro bono efforts are being spent.

The formal launch of the platform makes Firm Manager available for other firms to licence for the first time. This project supports the development of access to justice technology in the sector more generally, as licence fees from Firm Manager will create a new income stream for Justice Connect to support their innovation work.

Justice Connect predominantly depends on philanthropic and Government funding. Ensuring Firm Manager is sustainable will therefore help the charity to continue creating and maintaining market-leading digital products that increase access to justice.

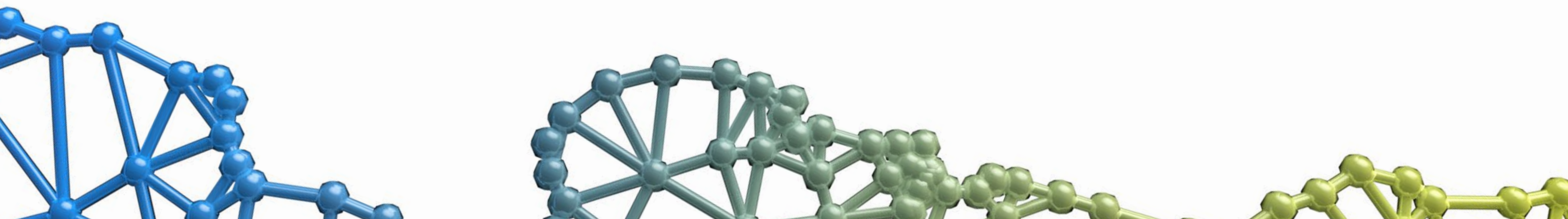
### Contributing to a global pro bono platform for best practice guidance and knowledge exchange

Last year, we contributed to the development and launch of the **Global Pro Bono Hub** – the first global online platform for pro bono resources, news, events, and jobs. Created in partnership the **Australian Pro Bono Centre** and fellow law firms Ashurst and Herbert Smith Freehills, the Hub gives the legal pro bono community a place to share knowledge, expertise, and updates.

At launch, the Hub included over 400 resources. We're continuing to work with the Australian Pro Bono Centre to review submissions for new content, to ensure the Hub remains up-to-date and beneficial for users. The total number of users since its launch has reached over 8,000, with over 21,000 views on the platform.

*“The Centre is honoured to be involved in the creation of this world-first global online community for pro bono resources. The Hub’s launch coincides with significant growth across the global pro bono sector as an increasing number of law firms, corporations and governments acknowledge the role of pro bono in advancing social justice. As a professional network and pathway to best practice resources, the Hub aims to accelerate the scale and effectiveness of pro bono work globally, promote human rights and catalyse sustainable progress for individuals and community organisations the world over.”*

**Gabriela Christian-Hare**  
Chief Executive Officer  
Australian Pro Bono Centre





## Balancing conservation efforts with respect for human rights

Conservation interventions can have adverse human rights impacts affecting a wide range of stakeholders. These can include indigenous peoples and local communities, whose access to their land and natural resources may be restricted. Conservation efforts can also affect rangers, who may be forced to operate under more difficult working conditions.

To help address these issues, we're working on a web-based human rights due diligence platform, combining legal technology with data analytics and artificial intelligence. The platform is owned and being developed by DLA Piper, with support from Microsoft.

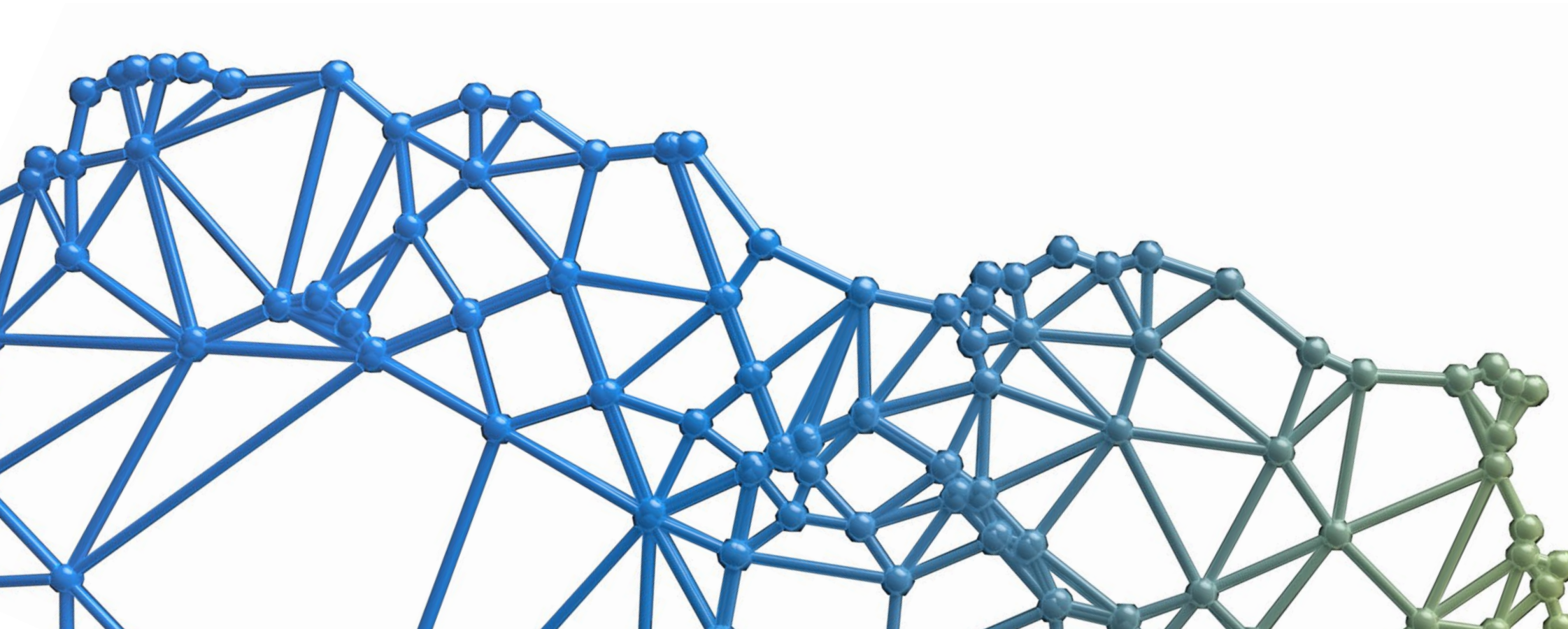
This web-based human rights due diligence platform will support members of the global conservation community in identifying and mitigating human rights risks in their conservation programmes.

It aims to foster a rights-respecting culture in conservation globally, and advance industry standards on human rights due diligence. It will contain resources and practical tools to raise awareness of the minimum international standards relating to human rights. It will also feature tools to help stakeholders identify and mitigate human rights risks in their conservation programmes.

The platform will be targeted at members of the global conservation community. These include those responsible for creating and delivering conservation programmes, such as not-for-profit organisations and rangers, as well as people directly affected by the programmes, including indigenous peoples and local communities.

Not-for-profit organisations in the conservation sector will be able to use the platform free of charge. It will also be explored as a commercial product at a later point.

It has been awarded a USD 598,440 grant from the United States Fish and Wildlife Services (USFWS) in partnership with the USAID Central Africa Regional Program for the Environment (CARPE). In addition, EUR 10,000 from Legacy Landscapes Fund (LLF) will be awarded to support the tool's development and piloting its application to indigenous peoples and local communities in the field.



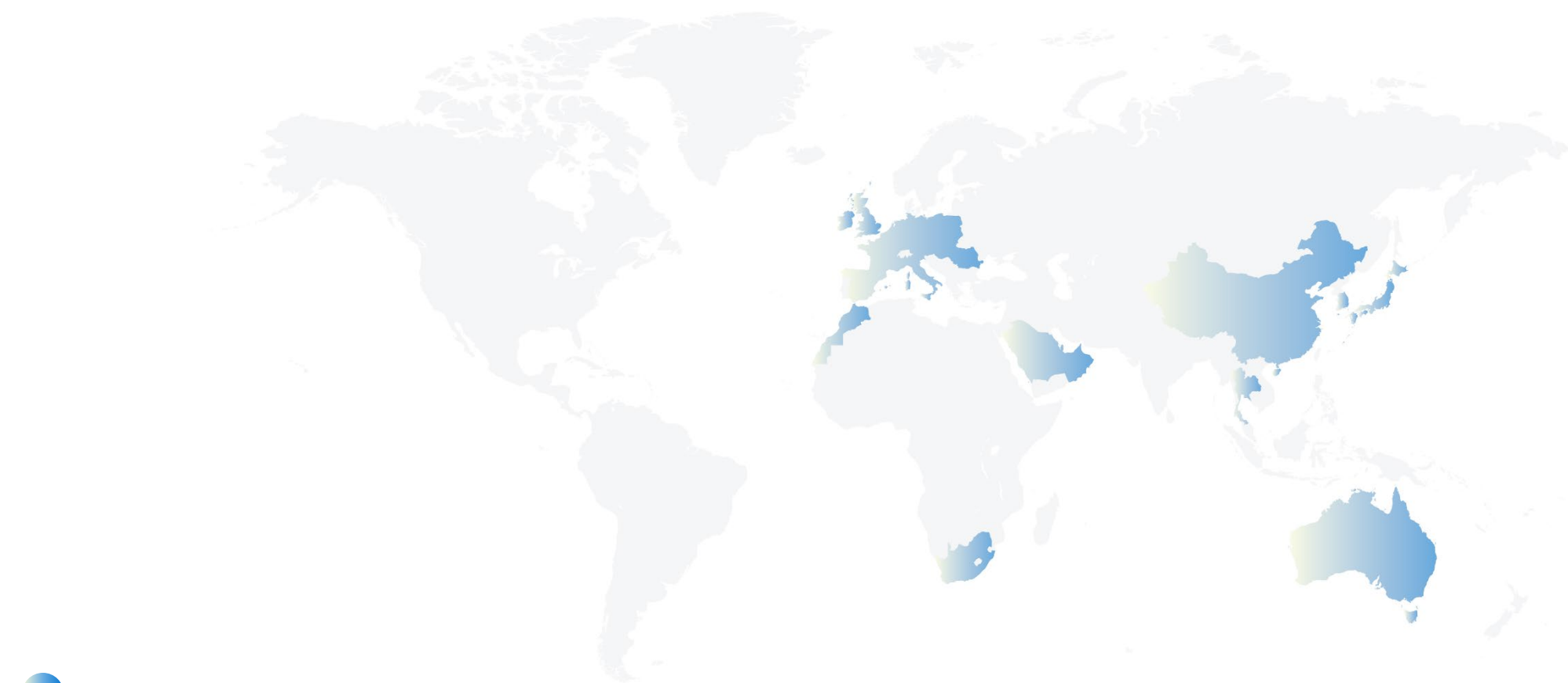
# Other information

## 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, unless otherwise specified. 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.

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

The reporting suite components are:

- [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](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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Partner and Managing Director, Sustainability



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



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