

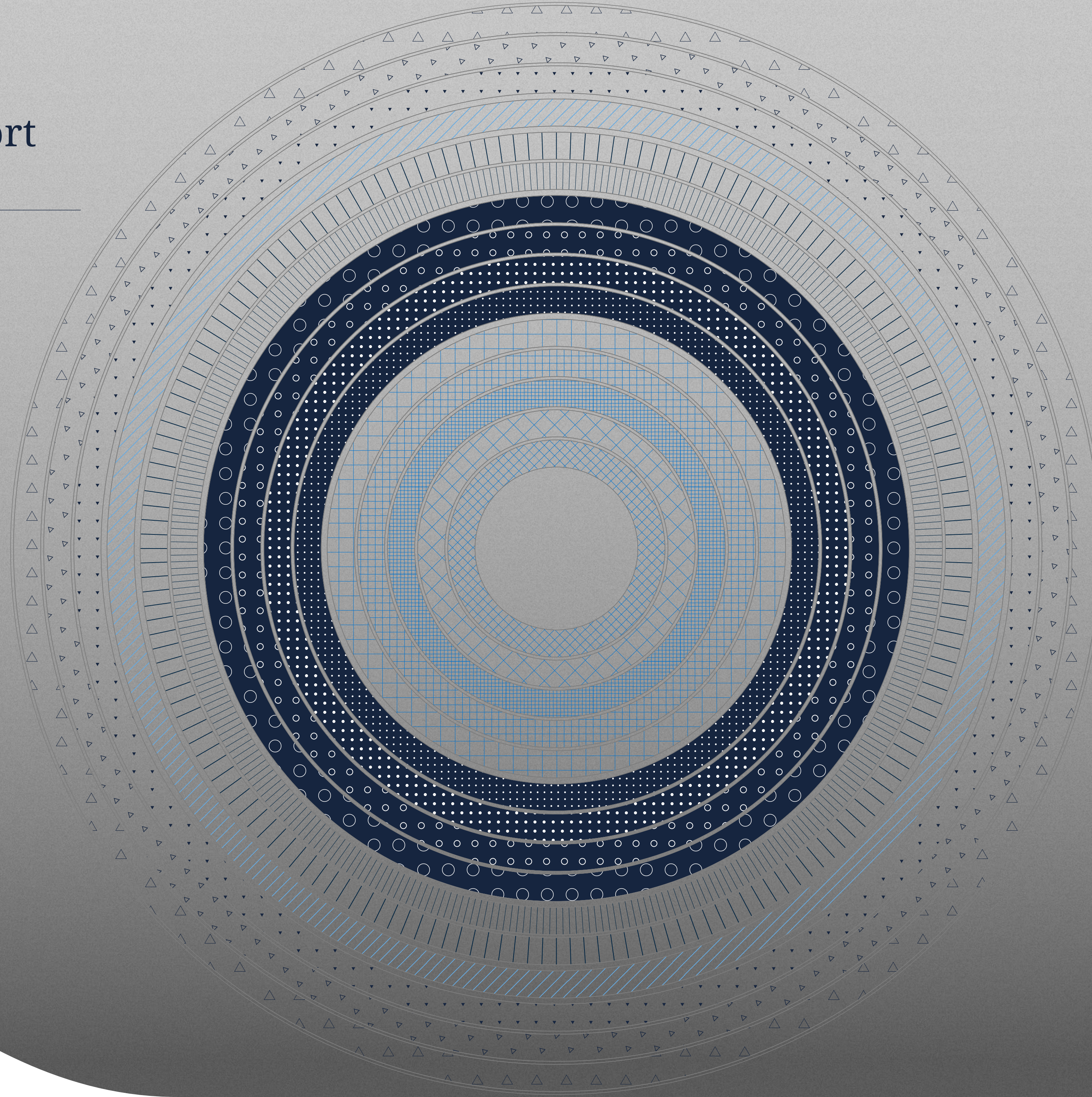
DLA PIPER INTERNATIONAL

Sustainability Report

2022/2023

Net Zero Deep Dive

Delivering on our purpose
and mission to help our
clients succeed and together
make business better



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Overview

About us

DLA Piper is a global law firm operating on every continent.

We're fulfilling our vision to be the leading global business law firm – entrepreneurial, innovative and a trusted business partner to our clients around the world.

Our mission and purpose drive this success: we help our clients succeed, and together we make business better.

But we can't stand still. The world is changing rapidly, and the environment we operate in is more challenging. So we've refreshed our firm strategy, to make sure we're sustaining our efforts in some areas and making faster progress in others.

Sustainability is a strategic priority for the firm. We continue to support our clients to transition to, and thrive in, a more sustainable future, as we continue to integrate sustainability into our own operations.

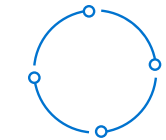
Our values

From our interactions with our people, to our work with clients and our relationships with communities, we live by these values in everything we do:



Be supportive

We are compassionate and inclusive, valuing diversity and acting thoughtfully.



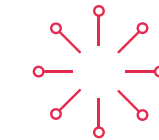
Be collaborative

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



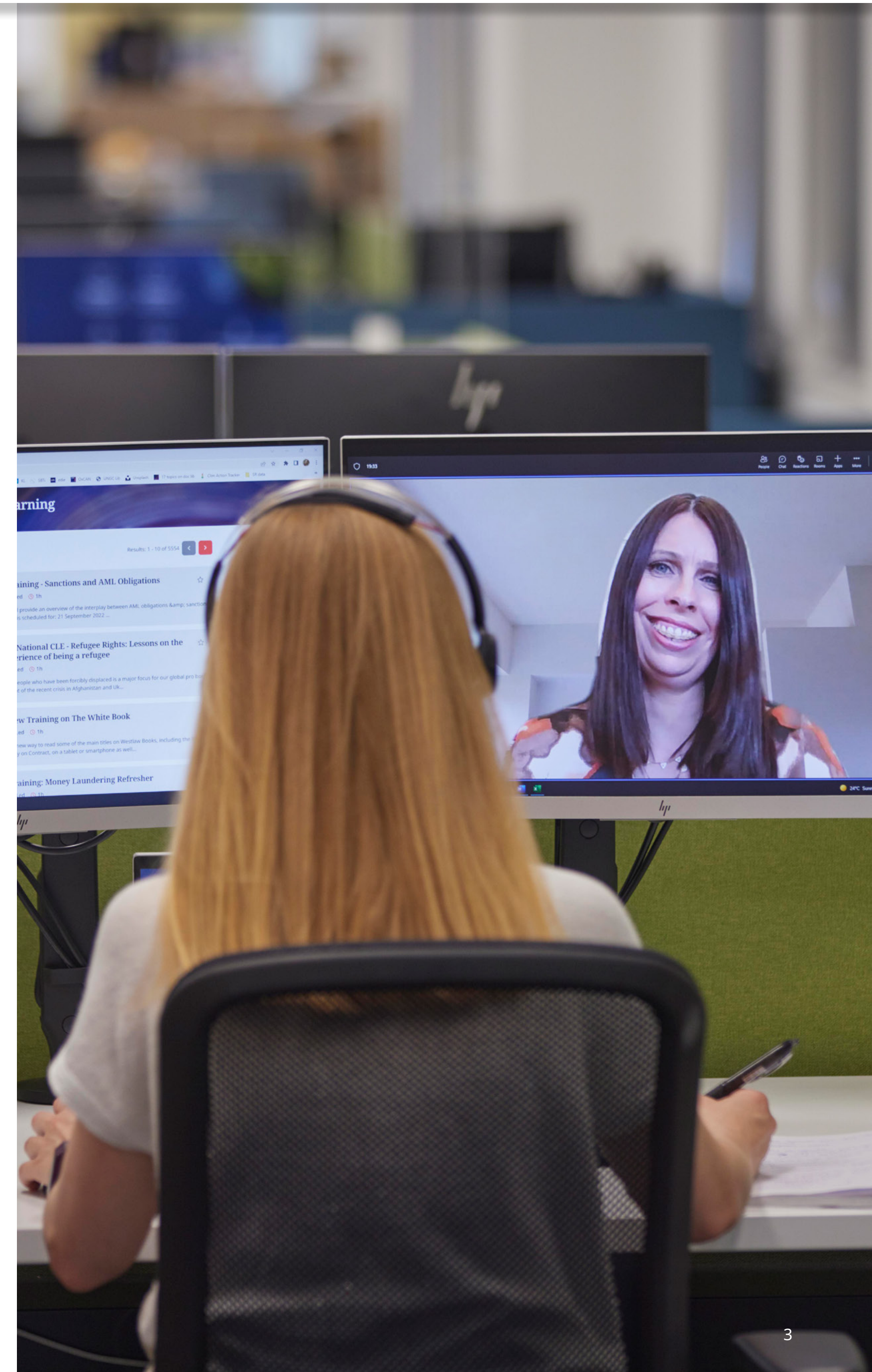
Be bold

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



Be exceptional

We are strategic and driven, exceeding standards and expectations.



About this report

This report gives our stakeholders a concise account of how we're addressing one of our most material topics – action on climate. It's for anyone interested in knowing more about our efforts to be a sustainable and responsible business – in particular, our people (and those who may be thinking about working with us), our clients, our business partners, NGOs we work with, and our suppliers. It covers the financial year May 2022 – April 2023.

This Net Zero Deep Dive Report 2022-23 is part of our wider reporting suite.

For a more in-depth discussion of our other top material issues, you are invited to review our other Deep Dive Reports:

- [Our People Deep Dive Report 2022-23](#)
- [Societal Impact Deep Dive Report 2022-23](#)

For a better understanding of how we're addressing sustainability priorities in the different geographies where we operate, please review our [Regional Highlights Report 2022-23](#).

For a concise, comprehensive summary of how we're addressing all our material issues, please see our [Impact Summary Report 2022-23](#).

Finally, for a quantitative view of our sustainability performance and reporting, please see the [back of this report](#).

We're working to build on the progress we made in the past several years on disclosure and transparency. We remain committed to sharing the most relevant information, and information that is balanced between achievements and challenges, and overall moving closer to reporting best practice. We recognise there are still gaps, and we're actively working to resolve them in future reports.

This report is a snapshot of our activities over a particular period. We encourage you to visit our [website](#) and social media accounts for up-to-date information about our sustainability progress and plans.

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

We welcome feedback. If you have any suggestions or questions, please email us at responsiblebusiness@dlapiper.com.

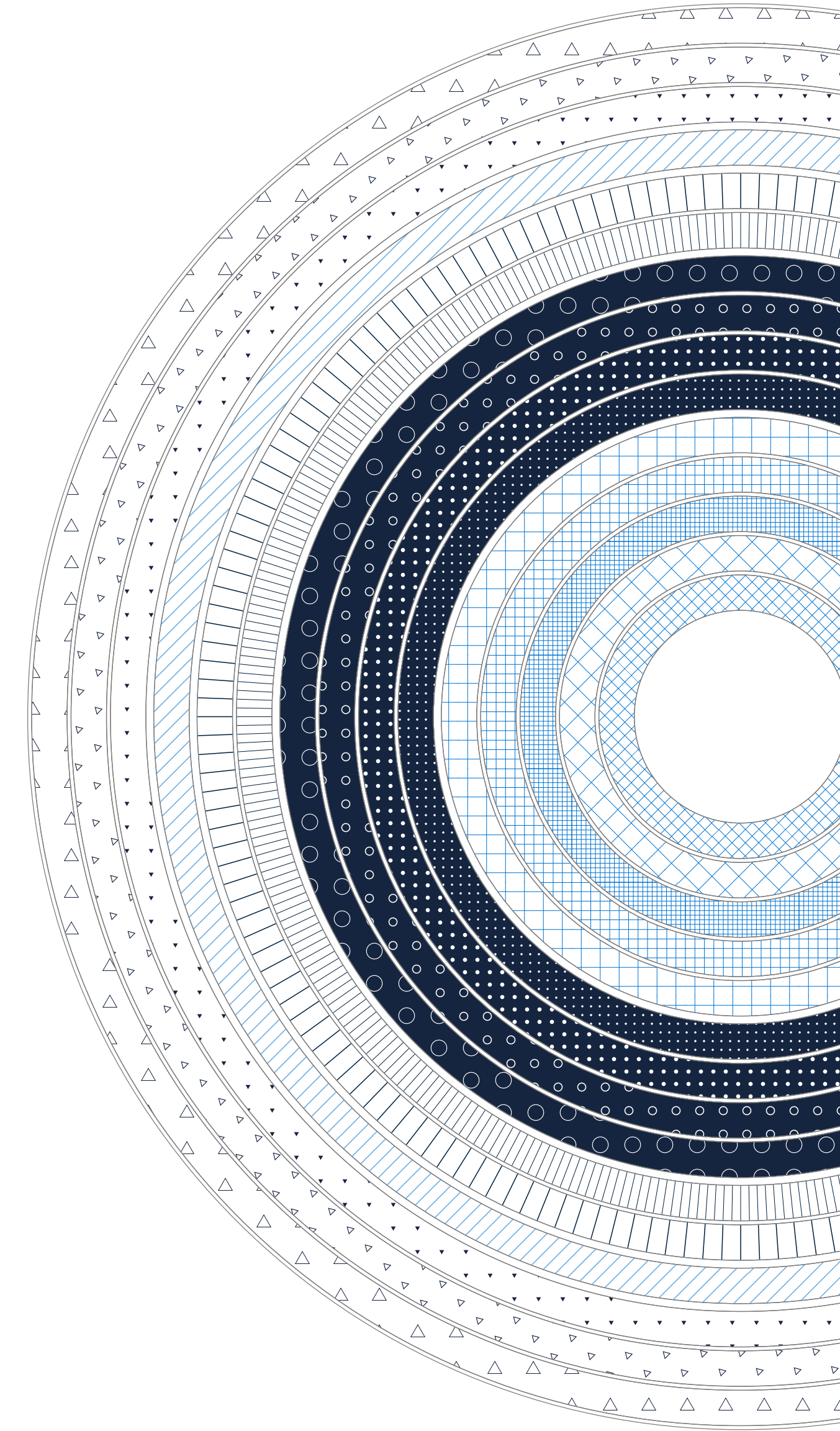
Report scope

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), excluding activities of our offices in the Americas, Nordics, Portugal, New Zealand, and partner firms in Africa. 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](#).

Assurance and basis of preparation

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, and also responds to applicable Sustainability Accounting Standards Board (SASB) and World Economic Forum (WEF) stakeholder capitalism metrics.

Accenture has provided [limited assurance of our greenhouse gas emissions figures](#) against ISO 14064-3 standard, and Corporate Citizenship 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.



Introduction

Humanity's window to avoid the catastrophic effects of climate change is narrowing. As the UN International Panel on Climate Change observed in their [AR6 Synthesis Report](#), the choices and actions implemented in this decade will have impacts now and for thousands of years. Countries across the globe have committed to net zero targets in their domestic law and policy, and over one hundred central banks and prudential supervisors have committed to ensuring that our financial systems are resilient to the risks from climate change.

Climate change is a material issue for DLA Piper, and we're committed to doing our part to limit global warming to 1.5°C above pre-industrial levels both through a credible programme of operational decarbonisation and by helping our clients transition to, and thrive in, a more sustainable future. We have science-based targets in place to halve our emissions by 2030 and to achieve net zero carbon emissions across all three scopes by 2040.

This report outlines our approach, actions and progress towards becoming a net zero law firm.



Our climate impacts

Our operational carbon footprint

As an office-based people-business, most of our operational carbon emissions come from business travel and the procurement of goods and services. Our other emissions mainly come from using energy to run our offices.

Our baseline carbon footprint (covering scopes 1, 2 and 3) in 2019-20 was 125,162 tCO₂e, or about 17 tCO₂e per employee or partner. Since then, our overall carbon footprint has reduced by 41%, and our emissions per person have reduced to 9 tCO₂e.

A significant part of this reduction results from the impact of COVID-19, which caused a slow-down in activities such as procurement and business travel. However, evidence shows that our reductions go beyond what can be attributed to COVID-19, and includes reductions due to permanent changes in how we're running operations.

Scope 1: 2% of our footprint sits in Scope 1. These are emissions from use of fuel in our company vehicles, use of natural gas or diesel to power our offices, and any losses of refrigerants from our air conditioning systems.

Scope 2: 3% of our footprint sits in Scope 2. These are indirect emissions from the electricity we use in our offices.

Scope 3: The vast majority (95%) of our carbon footprint sits in Scope 3. These are indirect emissions that are generated in our value chain due to our business activities. They include emissions from purchased goods and services (59%), capital goods (13%), business travel (17%), employee commuting (4%), fuel and energy related activities (3%), upstream transport and distribution (<1%), processing of waste and water supply (<1%).

Our advised emissions

As a global law firm, we recognise the criticality of restricting increases in global temperatures to no more than 1.5°C above pre-industrial levels.

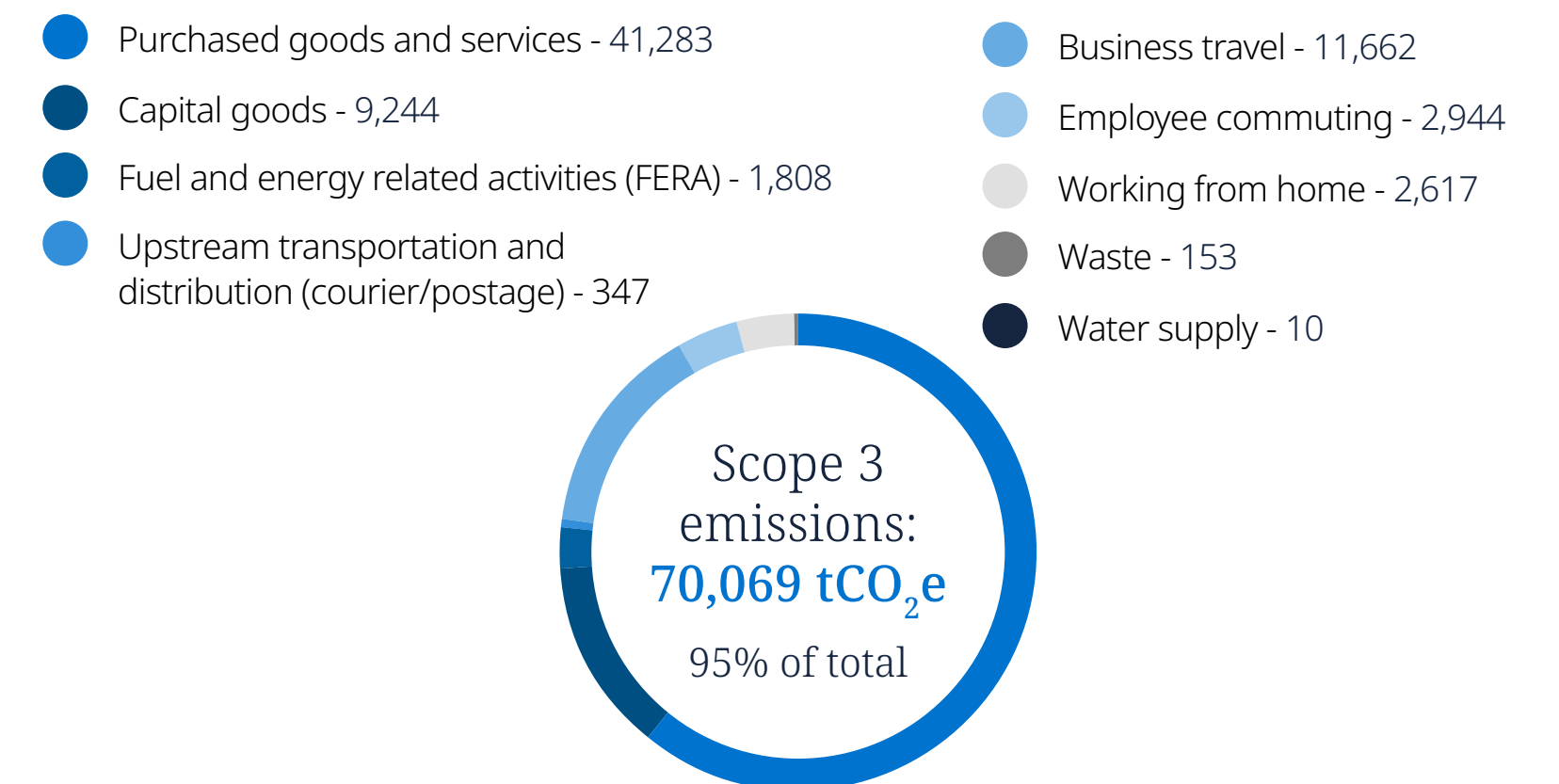
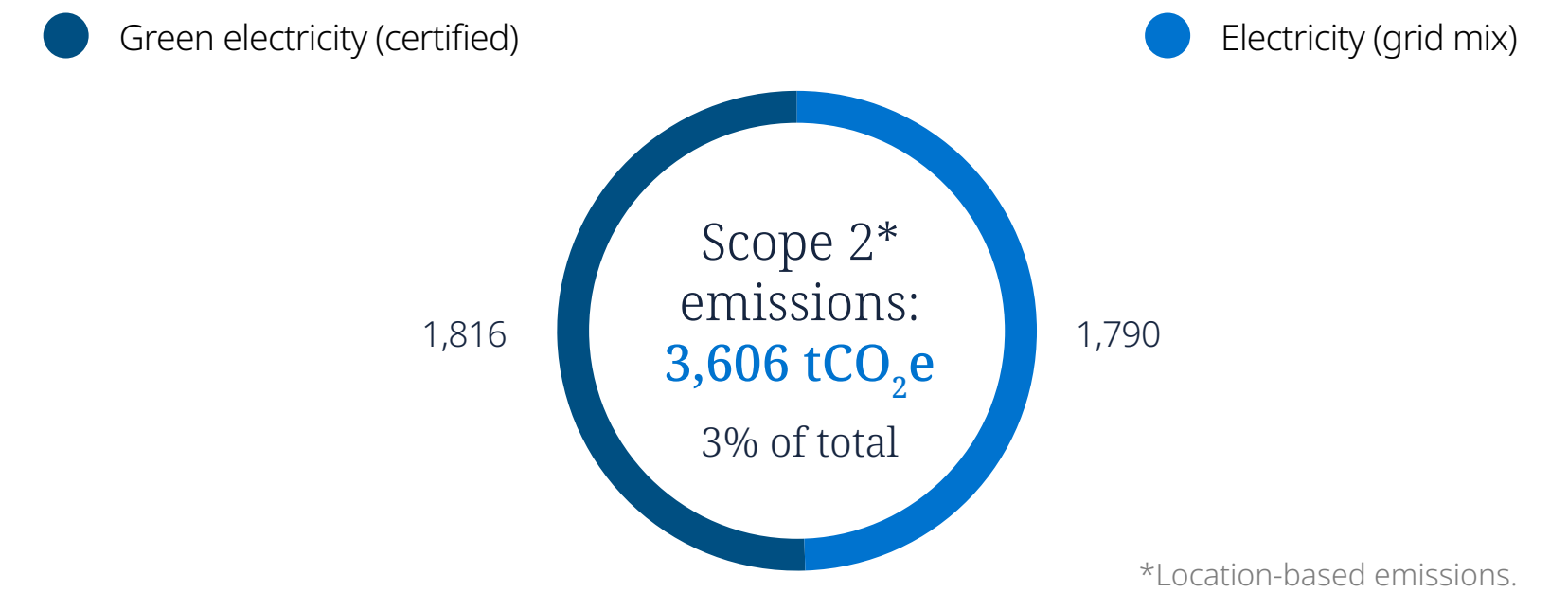
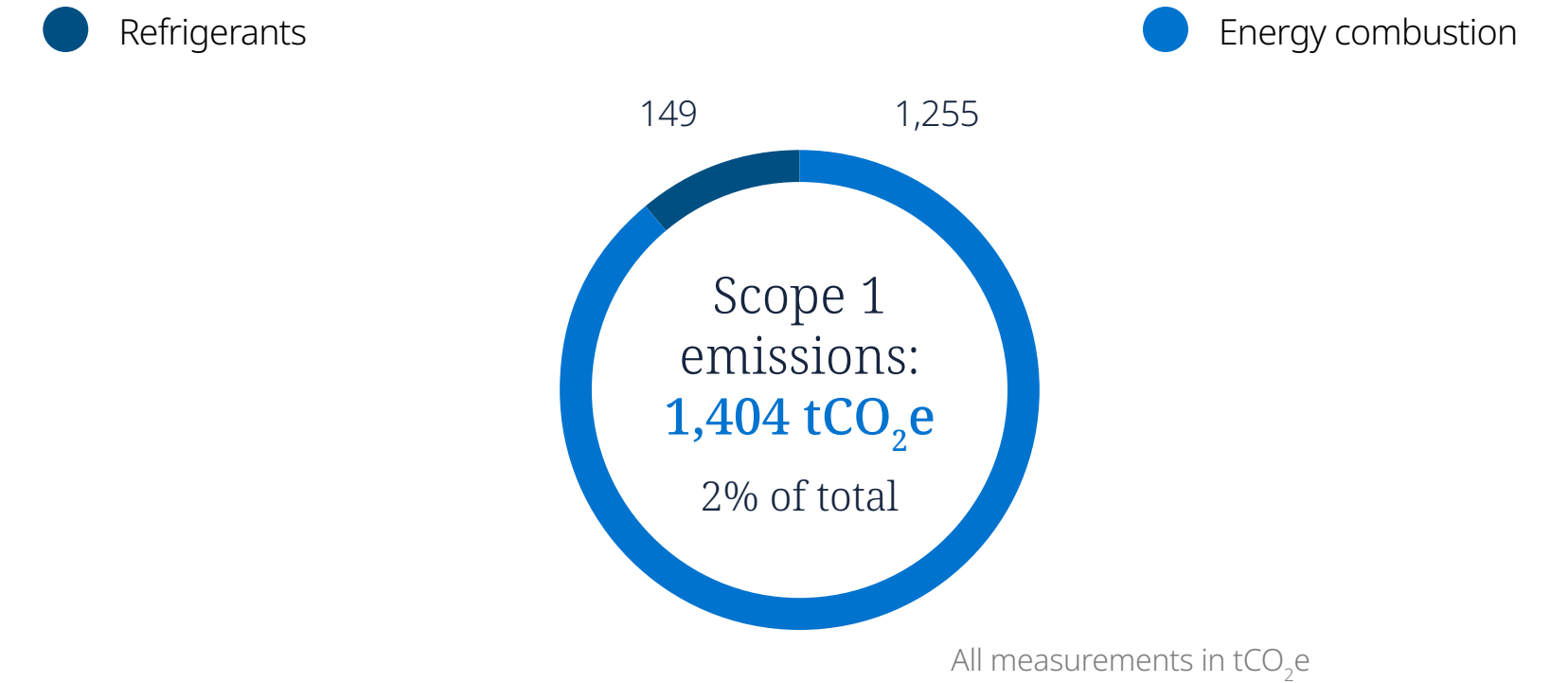
We are committed to better understanding how our client advice impacts emissions globally. We are currently working to develop a robust methodology to determine this impact, often referred to as "advised emissions".

This is a complex topic for which there is no blueprint and the legal sector is at the very beginning of the advised emissions journey. Despite this we are determined to take a pioneering role.

We have engaged with an expert third party partner to help us develop a methodology for advised emissions, and are developing a model for how this methodology will be integrated into our client and matter onboarding framework. In parallel with developing our own methodology, we are seeking to shape industry best practice to ensure that standards for our sector in this area are robust.

We founded the Legal Charter 1.5 alongside 7 other law firms with offices in the UK which seeks amongst other things to galvanise the legal sectors' role in achieving the Paris goals. We actively shaped the principles of the Charter related to Advised Emissions and are an active member of their Advised Emissions Working Group.

DLA Piper 2022-23 carbon footprint



LEGAL CHARTER 1.5

In the UK, DLA Piper has become a founding member of Legal Charter 1.5, developed collaboratively by a group of UK law firms working to support the transformational change required by the legal sector in response to the climate crisis. Under the Charter, we have committed to:

- Reducing our scope 1, 2 and 3 emissions in line with science-based targets and working with our key stakeholders, where appropriate, to encourage and support efforts towards achieving the 1.5°C goal.
- Supporting the development of a methodology on advised emissions to deliver a 1.5°C transition.
- Increasingly engaging with our clients, where appropriate, to seek to understand how they are addressing the climate transition, endeavouring to support credible transition activities (whilst taking into account negative social and environmental impacts of those activities), and considering the need to restrict average global temperatures to no more than 1.5°C, taking into the account related challenges of biodiversity loss, social injustice and the focus of the Sustainable Development Goals.
- Identifying and promoting constructive reforms and informing public policy related to the role of our profession in the climate transition.
- Reporting annually on our progress.
- Educating and upskilling our staff in sustainability and ESG.
- Participating in collaborative pro bono projects, with a focus on activities aligned with principles of climate and social justice and access to justice.
- Creating best practice guidelines for the legal sector to use robust and trusted offsetting mechanisms.

The launch of the Charter comes at a crucial time for the legal sector, where a credible, integrated approach to sustainability and commitments to mitigate the impacts of climate change have never been more important. Read more at [Legal Charter 1.5](#).

Intersection with other important impacts

Climate change is inextricably linked to other environmental and social impacts. To address climate change effectively, it's important to consider this wider context.

Biodiversity and climate change are closely interrelated. Safeguarding biodiversity is an efficient way to control carbon emissions, while biodiversity loss can exacerbate and accelerate climate change.

As the majority of our offices are leased and located in densely populated city centres, we have a very limited direct impact on nature and biodiversity. Just as with climate impacts and our work to reduce our scope 3 emissions, our aim is to better understand the biodiversity impact of our supply chain. We have plans to integrate biodiversity topics into our supplier ESG assessments.

However it's important for us to understand broader biodiversity impacts and challenges as well as support our clients to navigate biodiversity-related challenges. (See examples of how we are addressing biodiversity challenges through our pro bono work on [page 20](#).)

We also recognise that climate change is not only an environmental problem, but also a social one. It's important that the world transitions to a low carbon world in a way that's inclusive and equitable, avoiding benefiting some people at the expense of others. Much of our pro bono work is focused on addressing this issue – see [page 20](#).

Our wider influence

Tackling the climate crisis depends on collaboration between all stakeholders, from businesses to policymakers and NGOs. We support multi-stakeholder efforts to address climate change. [Read more on page 18](#).



Our climate goals

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

We've developed a clear roadmap and outlined interim KPIs to help us achieve these targets.

Our international science-based climate targets

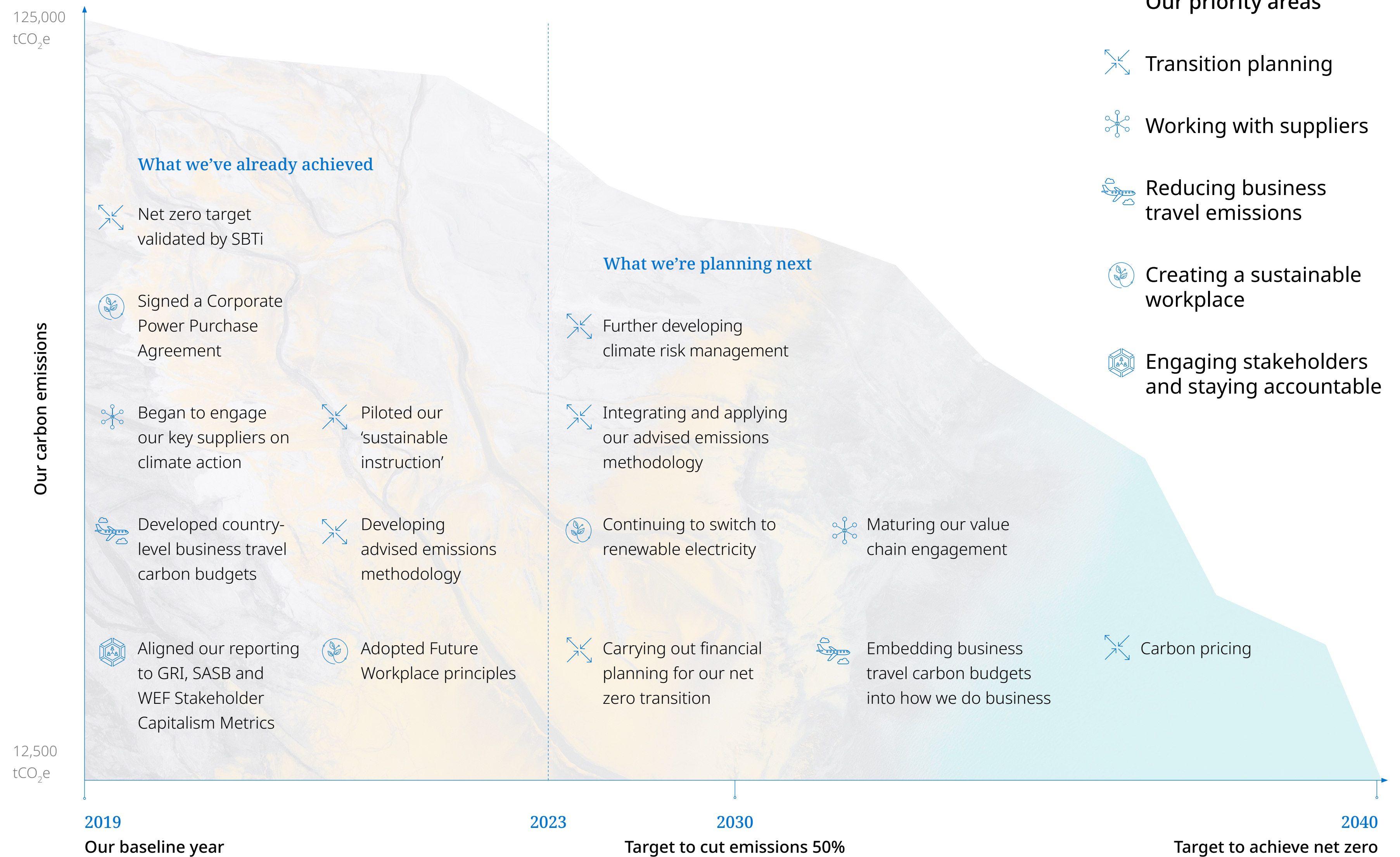
Reach net zero by 2040. We will do this by reducing our carbon emissions by 90% from a 2019-20 baseline year across all three scopes and neutralising the residual emissions at target year.

Reduce our carbon emissions by 50% by 2030.

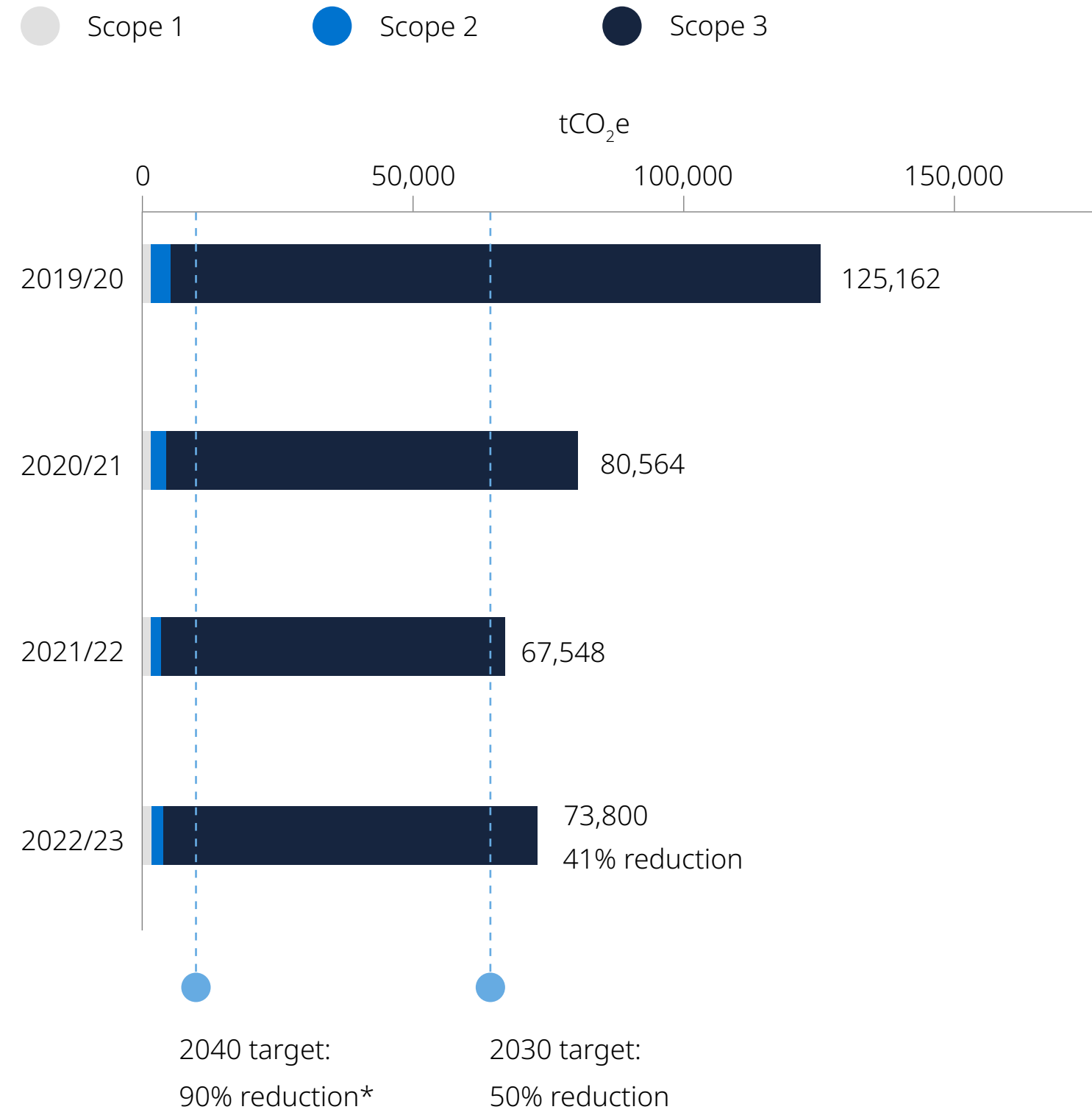
We will do this across all three scopes, from a 2019-20 baseline year.

Both of these targets have been validated by the Science Based Targets initiative.

Our net zero journey



Progress towards our carbon reduction targets



*Aligned to the SBTi framework, we are committed to reduce our emissions by 90% by 2040, and will neutralise the remaining 10% in the target year via credible methods.

As we work to rapidly decarbonise our own operations we are also developing our climate transition plan, building on our climate risk and opportunity analysis (using the TCFD framework), to fully understand the climate implications on our investment and growth.



Progress over the last year

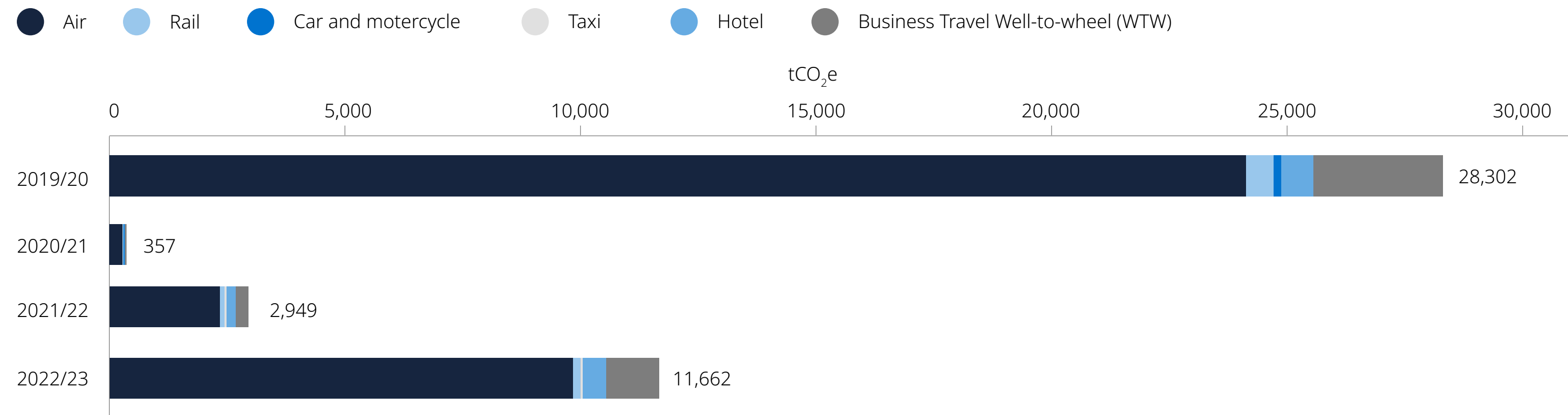
Reducing our operational footprint

BUSINESS TRAVEL

Our business depends on close relationships and exceptional communication with our clients around the world. Although we've adapted to a business environment of virtual meetings and events, the provision of cross-jurisdictional support to our clients and international opportunities for our people are core to a successful global law firm. Meeting face-to-face is important for developing relationships, and this may require travel.

Business travel accounts for a large share of our overall carbon emissions. In 2019 (our baseline year), 20% of our carbon footprint was attributed to travel. In 2020-21, during the pandemic, our travel reduced to 1/10 of the baseline figure, but it has been on the upwards trend ever since. This bounce-back was anticipated, but our task is to ensure we don't return to pre-pandemic levels of travel emissions. If we're to achieve our target of a 9% year-on-year reduction in emissions associated with business travel, we need to travel differently and travel less.

Business travel emissions



Our approach to minimising emissions from travel is focused on our firmwide Thoughtful Travel initiative, aimed at ensuring our people plan any travel and events with sustainability in mind. The initiative promotes smart travel options and personal commitments, supported by meaningful carbon data and information on the impact of travelling.

Engaging our people through meaningful data

We're developing an online dashboard that provides insight into business travel emissions at country, office, practice group and individual level. This tool will be aligned with our country-level travel carbon budgets. As well as making our people aware of their own travel carbon footprint, the dashboard will show how country or practice group carbon budgets track against the firm's overall travel emissions reduction target.

Initially the dashboard will become available to Country Managing Partners (CMPs), Practice Leads and Service Directors as a pilot throughout 2023 and 2024. This data will also be included in our new CMP and Executive-level twice yearly reporting cycle on our net zero progress.

Introducing travel carbon budgets

To help reduce our travel emissions, we're developing carbon budgets for business travel. We'll pilot the initiative in 2023 and 2024, and refine our approach based on the results of the trial.

“To support the decarbonisation of DLA Piper’s business travel, this year, Accenture supported the team at DLA Piper to develop carbon travel budgets. These budgets are aligned to DLA Piper’s science-based targets, where they aim to reduce air travel emissions by 70% and land emissions by 40% by 2030.”

Each country where DLA Piper operates will be allocated a specific amount of carbon emissions from their business travel per year, based on existing travel behaviours. All of these allocations combined equal the target for that year. On an annual basis, the overall budget will be reduced in line with the science-based target.

To ensure equality, we used historical travel behaviour data to allocate emissions to each country. We also assessed countries’ ability to decarbonise, based on technological and political factors. This should mean that although targets will challenge the business, they’re fair and obtainable.

To reach the targets and annual budget, DLA Piper will have to change the way it travels. Although a reduction in travel will be required, DLA Piper can still travel to meet its business needs. Changing the way the business travels can also have a large impact on emissions, while still allowing face-to-face experiences with clients and colleagues.”

Will Minter-Kemp

Sustainability Consultant, Accenture



Baseline year travel emissions



Goals:

Reduce air travel emissions by 70%*

Reduce land travel emissions by 40%*

*by 2030

Exploring sustainable hotels and events venues

As part of our commitment to helping our people make responsible choices around when and how to travel, we're working with our travel providers to identify and make sustainable hotel options available to our people. We're currently piloting a sustainable events framework to equip organisers and attendees to quantify and reduce the carbon footprint associated with ground transportation, choice of accommodation, food and drink, plastic and waste, and event format. This is a fast-evolving field, and in the next year we plan to have clearer sustainability criteria for hotels and conference venues.



PROCUREMENT

The biggest share of our operational carbon footprint comes from our procurement of goods and services.

This year we began to move away from estimating supply chain carbon emissions based on procurement spend, and towards gathering actual supplier-specific emission data. We're doing this by engaging with our key suppliers and asking them to provide their emissions data, including service-specific emissions data if possible.

In 2023 we asked over 40 of our key suppliers (accounting for 37% of our total spend for the year) to provide us with their emissions data, with a response rate of 29%.

By measuring our procurement carbon footprint using a mix of spend-based estimates and actual supplier emissions, we gained a more accurate understanding of our supply chain emissions for the 2022-23 financial year compared with previous years. We plan to continue to improve the accuracy and methodology of our procurement footprint over the coming years.

Science-based targets in our supply chain

Through our engagement with our suppliers in 2023, we learned that 22% of our spend is with suppliers that have already set or have committed to set a near-term science based target. Around 10% of our spend is with suppliers who have a commitment to or have already set a net zero target using SBTi's guidelines.

Working with suppliers on sustainability opportunities

We've also been engaging some of our key suppliers to discuss our shared sustainability and climate ambitions, and to identify opportunities to support each other. These conversations have sparked fresh ideas across various parts of our business. We'll continue to have these conversations and explore new opportunities together.

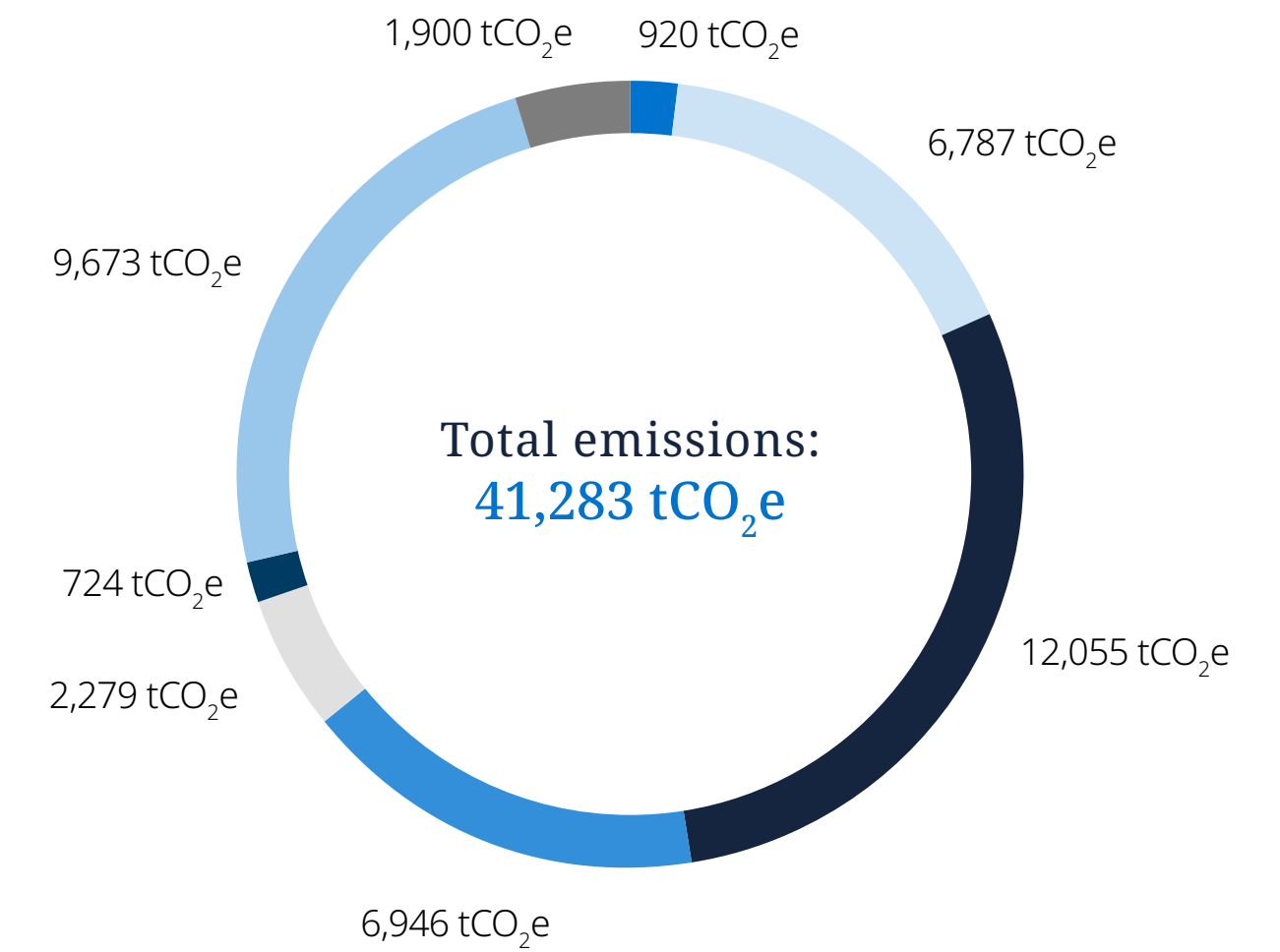
Harnessing data to make more sustainable procurement choices

In 2023 we began onboarding a new supplier management platform. The platform is allowing us to automate procurement processes and ensure that all our policies are being followed. For example, through the platform we can now collect important data about suppliers (including sustainability data) systematically and follow up quickly on specific questions.

Throughout 2023 and 2024 we'll continue to roll out this tool and use the insights it gives us to make more sustainable procurement choices.

Purchased goods and services emissions 2022-23

- Purchased goods and services
- External service support
- IT related
- Office related
- Business Development & Events
- Building related
- People related
- Printing and journals





RENEWABLE ENERGY

Purchasing renewable electricity

We're aiming for our UK and European offices to use 100% renewable electricity by 2025, and for all remaining offices to use 100% renewable electricity by 2030. These targets are in line with our overall near-term and net zero science based targets.

 **85%**
of electricity we purchase in the UK is renewable*

 **63%**
of electricity we purchase in Europe is renewable

 **8%**
of electricity we purchase in Asia Pacific is renewable

*Our current definition for renewable electricity includes electricity covered by Renewable Energy Guarantees of Origin (REGOs). We will be moving away from including this type of electricity in our reporting in future years.

**Data reflects DLA Piper International and our offices in the Nordics, New Zealand and Portugal.

Moving towards more credible renewable energy procurement

Until now, we have been including 'green tariffs' backed up by Renewable Energy Guarantees of Origin (REGOs) as part of our renewable energy statistics. The above progress metrics use this definition of renewable energy. However, we know this renewable energy measure can include energy that is simply offset by the purchase of REGOs. We are now working to move away from using this definition, in favour of only counting energy sourced from renewable energy generators and suppliers as part of our renewable electricity targets. We are reviewing our data and plan to update how we report on our renewable electricity progress in the coming years.

To reach our targets, we're focused on switching to renewable energy across our portfolio of offices in a credible way. As energy procurement decisions are made by our landlords in most of our offices, our central procurement team supports offices in working with their landlords and facilitating discussions on switching to renewable energy. We also now have a dashboard that allows us to track the progress of all offices in switching to renewable energy.

Working towards renewable electricity in Europe


Our offices in France, Austria, Belgium and Ireland have begun purchasing 100% REGO certified electricity in the past 18 months.

We're in discussions with our landlords in many of our locations across Europe where we're not yet renewable. In the meantime, we're making other efforts to minimise emissions, such as working with landlords to improve the energy efficiency of our offices and installing additional clean energy sources like pumps.

We moved to our new Madrid office in December 2022 which is BREEAM certified. We are installing photovoltaic panels on the roof of the building to generate our own energy and are working towards use of 100% renewable energy in this building by end of 2023.

Eliminating other non-renewable energy sources

Aside from electricity for powering our offices, we also use some other non-renewable energy sources such as diesel for emergency generators and natural gas for heating.

 **31%**
of our energy consumption comes from natural gas, petrol, and diesel

We're working to eliminate these non-renewable sources. For example, when we move offices, we use this as an opportunity to ensure that new buildings have alternative heating/cooling systems. In some offices, eliminating these energy sources is a challenge (for example, in some locations our offices require reliable back-up generators).

OPTIMISATION

Aside from switching to renewable energy, we're also focused on optimising the energy efficiency of our offices, both in our existing premises and when we move to a new building.

In the UK and Europe, energy efficiency measures have led to over GBP130,000 in savings in FY 2022-23 – equivalent to 411 tonnes of CO₂e. In addition, our gas consumption has fallen by 18% since 2019 in the region.

In the past few years, we carried out smart audits of ten of our offices to identify potential energy efficiency improvements (seven in the UK and three in the rest of Europe). For example, in the UK, by moving our Birmingham office from an old, inefficient building into a state-of-the-art office, we have achieved a 76% reduction in carbon emissions associated with energy consumption.

We're optimising other key offices and planning fit-outs with sustainability in mind, for example in Amsterdam, Brisbane and Sydney.

FUTURE WORKPLACE

In 2022 we adopted our Future Workplace principles, giving us a remit to design our workspaces to suit more flexible working lifestyles and reduce the environmental footprint of our offices as a result. Since then we've completed a number of projects following the principles, resulting in shorter leases, more agile working and more desk sharing.

Recently completed office projects that follow the principles include the consolidation of our Leeds staff on one floor of our existing building ahead of our move to new premises in 2024. This has created a more agile, energy-efficient working space, where 300 people share 100 desks.

We've carried out similar relocation projects in Birmingham and Liverpool. Our largest office at Aldersgate in London will be moving to completely agile working over the next 12 months.

We are moving to a smaller footprint in both Brisbane and Sydney in the next year and both these offices, which already embrace an agile way of working are continuing to focus on sustainability initiatives as part of these projects.



EMPLOYEE ENGAGEMENT

At DLA Piper, managing our climate impact isn't the role of one department – it's everyone's responsibility. So it's vital that all our people, both fee earners and business service professionals, understand the impact of climate change, our own impacts as a business, and how this is relevant to their roles. We're developing a firmwide training programme on sustainability, including planetary boundaries, like climate change. As part of this wider programme, we've launched a flagship programme on improving Carbon Literacy throughout the firm.

Launching our first Carbon Literacy Training programme

In March 2022 we piloted our first Carbon Literacy Training programme with a group of 16 participants from across our UK offices. Sponsored by our UK Managing Partner, Liam Cowell, the programme has grown quickly into an innovative training offering that provides a basic understanding of climate science.

Working closely with our Learning and Development team, we've designed the training as a blended learning package, integrating both self-led and live sessions, to ensure maximum uptake and value from the programme.

Adopting a blended learning approach allows our people to undertake some of the training through self-led learning components, which they can complete independently and in their own time. This is followed by a live, online facilitated session, where learners take part in group activities and exercises. These sessions are led by our own accredited Carbon Literacy facilitators, who have undertaken specialised training to become facilitators.

Since launching the programme, we've carried out the training with four cohorts, and 50 of our people are now certified as Carbon Literate. The programme has received extensive interest from our people from outside the UK, and from 2024 we're planning to expand it to some of our international offices.

DLA Piper voices



Jane Hardcastle

UK Legal IT Learning Specialist and Carbon Literacy training participant

What did you learn?

Initially I learned that there was so much I either didn't know or wasn't aware of. I've realised there's a lot I can do – both on a personal level, and to contribute to achieving DLA Piper's net zero goals.

How is it useful in your role?

I meet people all the time as part of their learning journey at DLA Piper, so I can pass on what I've learned during the training. Hopefully I can influence others' actions and awareness around climate change, as well as raising awareness of how useful and informative the Carbon Literacy Training programme is.

Why is this important for the future?

Change is needed and we all need to be part of that change. Personally I can't think of a better way to start doing that than joining a Carbon Literacy Training programme.

Carbon Literacy in Numbers



50

DLA Piper people certified as Carbon Literate by the Carbon Literacy Project



400 hours

dedicated by our people to becoming Carbon Literate



#1

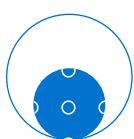
DLA Piper is the first law firm to be accredited as a Carbon Literate Organisation (Bronze Level)



We are one of over 4,000 organisations

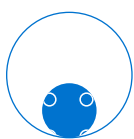
globally who are certified as Carbon Literate by the Carbon Literacy Project

Figures are as of April 2023



57%

of programme participants are fee earners



43%

of programme participants are business services professionals

Progressing our eMission 2030 Champions Network

Meeting our carbon reduction targets depends on engagement and action from people across the firm, in all offices, departments, and at all levels of seniority. Launched in 2021, our eMission 2030 champions network helps achieve this by providing an internal forum where our people can discuss the firm's sustainability. The network now consists of more than 200 champions, who drive office-level engagement and action.

In the second half of 2022, the network underwent a self-assessment. This produced a series of recommendations for improvement, which we began to implement in 2023.

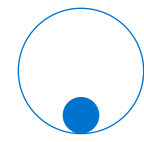
As part of these improvements, the network has turned its focus from growth and visibility to ensuring it's well equipped to drive the changes that are required to transition to net zero. Some of the network's new aims are increasing engagement with local leadership and introducing more formalised roles with more accountability.

The eMission 2030 'Champions' Network



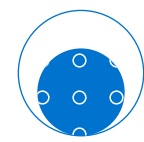
214

eMission 2030 champions across our offices in APAC and EMEA



30%

of eMission 2030 champions are fee earners



70%

of eMission 2030 champions are business service professionals

HARNESSING THE POWER OF DIGITALISATION

For the past few years, we've been on a digitalisation journey. Updating our IT tools and technologies is helping our colleagues work together efficiently and seamlessly, boosting speed and productivity. But it also directly supports our sustainability and ESG goals, and in particular our net zero objectives.

For example, by transitioning to a cloud-first system rather than using on-site servers for data storage, we're cutting our office energy consumption while also reducing the amount of space we need (which has further energy-efficiency benefits). IT is also a major enabler of remote working, providing low-carbon alternatives to business travel.

Recently we've been working to map our IT activity to our sustainability and ESG objectives, to ensure that we're maximising the potential of IT as a driver for sustainable change.

Our policies

Our firmwide policies guide our actions around environmental sustainability:

Environmental Sustainability policy: requires every employee to take reasonable care of the environment.

Energy Management policy: commits us to reducing our energy use and carbon emissions and sets out how we will meet this commitment.

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

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

Managing our commitment to net zero

The International Energy and Climate Change Committee (IECC) is our cross-functional body responsible for implementing changes in the business so we can reach our climate targets.

In 2023, we carried out a review of the committee and restructured it to enable clearer direction, accountability and progress tracking. The IECC will now report directly to the Board and Executive twice a year on our progress against our carbon targets.

The IECC is now made up of five sub-committees, each of which have clearer workstreams and objectives. The sub-committees are:

- Transition Planning
- Workplace
- Supply Chain
- Business Travel
- Stakeholder Engagement

The IECC meets regularly to discuss the progress of each sub-committee.

We're also setting up a new structure within the IECC with a special focus on action in our APAC offices. This is to ensure that the firm gives sufficient attention to region-specific priorities, such as access to renewable energy for our offices or managing regional air travel impacts.

GOVERNANCE, PROCESSES, ACCOUNTABILITY AND DATA

Environmental governance and management

The Board is responsible for approving the firmwide strategy, which incorporates sustainability and ESG elements, such as approving the firm's carbon reduction target and diversity and inclusion goals in 2021.

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

The Executive is responsible for decision-making on economic, environmental and social topics. The Executive is responsible for managing economic and sustainability and ESG impacts, risks and opportunities and the managing partner reports regularly to the Board on these matters. The managing partner's reporting to the Board includes insights from engagement and consultation with various stakeholders, including our people, partners, clients and suppliers.

The managing partner is responsible for sustainability and ESG strategy, supported by the Managing Director, Sustainability and Resilience.

The Sustainability and ESG Steering Committee advises the managing partner and the Executive on the sustainability and ESG strategy and provides a facilitating and coordinating role. The Committee is chaired by the International Head of Sustainability and ESG, supported by the International Head of Strategic Delivery for Sustainability and ESG as deputy chair. It's composed of regional representatives from across the firm as well as core support function leads.

Alongside the Steering Committee, subject matter experts across a range of material topics related to sustainability and ESG provide expert advice and input on the strategy.

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

- **Risk Committee** – responsible for overseeing the implementation of our firmwide approach to managing risk, including ESG risk.

- **International Energy and Climate Change Committee (IECC)** – responsible for setting internal strategic priorities for operational sustainability and leading the implementation of practical projects and initiatives, with a focus on energy and carbon reduction.

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

Each of our offices contributes to meeting our firmwide environmental targets under the leadership of their Office Managing Partner (OMP). OMPs appoint Environmental Leads in their respective offices to champion environmental initiatives at a local level in support of our firmwide environmental objectives.

Third-party assessments

CDP Climate Change assessment: We received a B on the CDP Climate Change questionnaire in December 2022, for the third year in a row. Our response is publicly available on the CDP website.

Ecovadis: We received a score of 90/100 on the Environment section of our EcoVadis assessment in April 2023. Our overall ESG score improved from 63 to 66, allowing us to maintain our Silver medal. The score means that our ESG performance was judged by EcoVadis to be better than 89% of companies assessed in our sector.

Impactvise: We came first on the Impactvise inaugural 2023 ESG law firm ranking, an assessment of over 1,000 firms internationally.

Achilles: We received a score of 100% in all categories in Achilles' October 2022 assessment, which some of our clients ask us to undergo. The categories included Health and Safety, Environment, Quality and Corporate Social Responsibility.

Integrity Next: In 2022 we underwent an Integrity Next assessment of our ESG performance. This assessment doesn't provide a score, but allows our clients to review and better understand our ESG performance.

Certifications, commitments and partnerships

Our environmental management is aligned with locally and internationally recognised standards and initiatives.

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, including environmental principles 7, 8 and 9. In 2022, we were an early adopter of UNGC's enhanced Communication on Progress.

The Legal Renewables Initiative: in 2020 our UK offices committed to the Legal Renewables Initiative. This means we've pledged to source all electricity for all premises from certified, non-greenwashed 100% renewable sources by 2025.

Business Ambition for 1.5°C: we've set a science-based target for carbon reduction, which was validated by the Science Based Targets initiative in September 2021. And in 2022 we set a target to become a net zero business by 2040, which was validated by the SBTi in June 2023.

World Benchmarking Alliance: [DLA Piper recently became the first major law firm in the world](#) to join the [World Benchmarking Alliance \(WBA\)](#), a multi-stakeholder initiative to create benchmarks for [the world's largest companies](#) to assess and compare their progress toward achieving the UN Sustainable Development Goals (SDGs). As allies, DLA Piper lawyers have an opportunity to engage with the substance of the WBA's work and contribute a unique business law perspective.

We Mean Business Coalition COP27 commitment: Ahead of COP27 in Egypt, we signed a We Mean Business Coalition statement to reaffirm our own commitment to limit global temperature rise to 1.5°C and call on governments to urgently pursue delivery.



Integrating climate risks into risk management strategy

In the past financial year we finished the second phase of our climate risk assessment and integration, completing our high-level scenario analysis.

For the analysis, we selected three climate scenarios (Net zero 2050 / 1.5°C, Delayed Transition / 2°C, Current Policies / 3°C) and four time frames (short-term, medium-term, long-term and very long-term). For each scenario and time frame, we carried out high-level scenario pathway modelling, as well as modelling of our material transition risks (reputation, markets, and policy and legal), physical risks, and opportunities.

The next phase will consist of a deep-dive risk modelling and financial impact analysis. Following that, we will look into embedding the recommendations of the analysis into our business planning and risk management processes.

Scenarios we used to assess our climate risks and opportunities:

Net zero 2050 (1.5°C):

Physical drivers: Aligned to RCP 2.6. Approximately equivalent to average warming of above 1°C in the time frame of 2050, limited to 1.5°C in the time frame to 2100.

Transitional drivers: Policies implemented immediately and smoothly. Emissions start declining immediately and get to zero by 2050. Technology change is fast and there is some reliance on CO₂ removal.

Delayed Transition (2°C):

Physical drivers: Aligned to RCP 4.5. Approximately equivalent to average warming of about 1.5°C in the time frame of 2050 and limited to well below 2°C in the time frame to 2100.

Transitional drivers: Without additional policies, emissions rise until 2030. After 2030 strong and rapid policy sees emissions aggressively decline to net zero by 2060.








Current Policies (3°C):

Physical drivers: Aligned to RCP 8.5. Approximately equivalent to average warming of above 2°C in the time frame of 2050, rising above 3°C in the time frame to 2100.



Transitional drivers: Only currently implemented policies are preserved, leading to a continued rise in emissions. Technology change remains slow.

Our risks and opportunities:

7 climate change transition risks:

-  **01**
 Not meeting energy and carbon performance commitments
-  **02**
 Attraction and retention of talent
-  **03**
 Inability to adapt to demand for new low-carbon services
-  **04**
 Reputational challenges of working with clients perceived as not positively contributing to resolving the climate crisis
-  **05**
 Increased costs due to policy changes and new carbon taxes
-  **06**
 Higher energy prices
-  **07**
 Business resilience

2 climate change transition opportunities:

-  **01**
 Potential of greater demand for legal services
-  **02**
 Potential of lower energy costs due to procurement of green energy

2 physical risks associated with climate change:

-  **01**
 Damage from extreme weather events
-  **02**
 Long-term changes in weather patterns

External leadership for action on climate

DRIVING LEGAL SECTOR ALIGNMENT, LEADERSHIP AND ACTION

Tackling the climate crisis depends on collaboration between all stakeholders, from businesses to policymakers and NGOs. We support multi-stakeholder efforts to address climate change.

Legal Sustainability Alliance (LSA): As a founding member of the **Legal Sustainability Alliance** in the UK, we work to promote sustainability reporting and sharing of best practice in the legal sector. We also support this model in Australia, through the **Australian Legal Sector Alliance**.

The Chancery Lane Project (TCLP): Through our membership of TCLP, we work with other legal and industry professionals around the world to create contractual clauses that enable solutions to climate change.

Legal Charter 1.5: We are a founding member of Legal Charter 1.5, a group of law firms committed to ensuring a 1.5°C world. Read more about Legal Charter 1.5 on [page 7](#).

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

Global Alliance of Impact Lawyers (GAIL): DLA Piper is a founding member of GAIL, a community of legal leaders who are using the practice of law to have a positive impact on people and the planet, and to accelerate the just transition.

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

Greener Litigation Pledge: A mission statement setting out practical changes litigators pledge to commit to in the journey towards net zero.

Taskforce on Nature-related Financial Disclosures (TNFD): DLA Piper is a member of the forum, a global and multi-disciplinary consultative network of institutional supporters who share the vision and mission of TNFD.

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

The Cambridge Institute for Sustainability Leadership (CISL): In 2022 DLA Piper launched a two-year partnership with the University of Cambridge Institute for Sustainability Leadership (CISL) called the [Future of Boards](#), which explores the Sustainability proposition in depth. This ground-breaking collaboration brings high quality academic research together with board directors around the globe to provide a thoroughly practical, robust and far-reaching analysis of Sustainability and ESG in business. It looks to explore how the Sustainability imperative and issues surrounding ESG have generated a need to reappraise the role of business leadership. You can read the outputs of this research [here](#).

“We are taking a leading role in fostering collaboration on climate action. We are founding members of five key organisations driving change in the legal sector. We have taken part in the two biggest conferences on planetary boundary issues – the climate COP and the biodiversity COP. And we are working with world leading institutions like Cambridge Institute of Sustainability Leadership to advance research to help support businesses to transition.

The quality of our partners and partnerships speaks volumes about our reputation in sustainability.”

Natasha Luther-Jones

International Head of Sustainability & ESG



LEADING PARTNERSHIPS WITH THE CLIMATE AND BIODIVERSITY COPS

COP27 Climate Conference

In November 2022 we took part in COP27 in Sharm El Sheik, Egypt. We had a substantial presence at the conference, hosting and moderating a series of events and launching a range of initiatives. Highlights included providing support to the Egyptian government for Energy Day and launching a model law to unlock funding for African climate projects (see case study). This builds on our previous role as legal advisors to the presidency of COP26, and we will continue our presence in Dubai at COP28.

Jorian (second from right) with colleagues at COP27



DLA Piper voices

“As part of DLA Piper’s New Perimeter programme, I acted as climate negotiator on behalf of the Eastern European country of Georgia at COP27. I’ve spent a good deal of my career with the firm focusing on climate change issues for our clients, and it was the experience of a lifetime to attend these vital negotiations.

In the months leading up to the conference, we had identified key opportunities to advance Georgia’s agenda and drafted language that we could propose during the negotiations. However well prepared I felt when I arrived, I soon discovered the reality was different. At 1 AM, 16 hours into my first meeting, we were still no closer to an agreement.

The next morning though, I heard great news from my colleagues. Georgia was successful in advancing the issue of equitable geographical representation, a key issue to make sure every state has an equal chance of being elected to governing bodies of the organs and bodies established under the climate treaties.

I leave Sharm-el-Sheikh exhausted but grateful to DLA Piper’s New Perimeter programme for the opportunity to advocate on behalf of Georgia. These negotiations are critical to the future of our planet, and it’s fantastic to know that our firm is part of that process.”

Jorian Hamster

Senior Associate and international disputes lawyer
Amsterdam

Unlocking green investment for Africa

As a continent at the front-line of the climate crisis, Africa is in urgent need of green infrastructure investment – and yet Africa’s existing legal and regulatory frameworks are a significant barrier for investors. To overcome this hurdle, we designed the Model Law on Institutional Investor-Public Partnership (ML-IIPP), a law that unlocks investment by forming public partnerships between institutional investors across Africa. The project will enable trillions of dollars of private capital to be deployed into green infrastructure programmes and projects.

Launched at COP27, ML-IIPP was developed in collaboration with the [African Green Infrastructure Investment Bank \(AfGIIB\)](#), [Africa investor](#) and the CFA Asset Owners Council.

COP15 Biodiversity Summit

In December 2022, we attended the COP15 biodiversity summit in Montreal, Canada. The summit resulted in the agreement of the Global Biodiversity Framework, which sets ambitious global goals to protect and restore nature, provide for the sustainable use of our natural world, share benefits and garner investment into a ‘nature positive’ future. This was the first time we had attended the conference in person. During the conference, we acted for the government of a small island state in their negotiations to support the country’s Biodiversity and Climate Fund.

The conference was also an opportunity for us to inform the development of our pro bono biodiversity practice. We recognise that climate and biodiversity are closely interlinked, and we’re working to align our pro bono biodiversity conservation work more closely with the firm’s wider climate and net zero goals.

Pro bono

Around the world, our lawyers give free (pro bono) legal advice to protect the rights of vulnerable people, support climate justice and conservation, and to support equality and good governance. Recently, we've begun to strategically align our pro bono work with our net zero commitments.

SUPPORTING CLIMATE-FOCUSED START-UPS WITH C13 AND CPI

Based respectively in the UK and California, Carbon13 (C13) and the Climate Policy Initiative (CPI) run accelerator programmes for start-ups that address the impacts of climate change. The labs select and develop a wide range of highly innovative and impactful projects. Recent examples include an open-source digital platform offering crop insurance to smallholder farmers in Africa, and a mechanism to finance the conservation of cloud forests in Latin America.

Through our partnership with C13 and CPI, we advise the start-ups on a pro bono basis, providing support in areas ranging from long-term financing to tax and risk issues. The partnership delivers shared value, as successful accelerator participants have the potential to become commercial or pro bono DLA Piper clients.

“Working with Carbon13 over the last few years has been nothing but a pleasure for the DLA Piper team. Over that time we’ve spent more than 200 pro bono hours assisting C13, its founders and their companies on their mission to reduce carbon emissions at scale. Over the four cohorts so far, we’ve encountered companies focussing on all sectors and problems, all with climate change at the heart of their mission. What started as a discussion between me and (C13 founder) Chris Coleridge has now turned into a great relationship between our companies.”

Dylan Doran Kennett

Senior Associate, Corporate

PROTECTING ENDANGERED SPECIES WITH DURRELL

Established by author and conservationist Gerald Durrell in 1959, Durrell Wildlife Conservation Trust (Durrell) aims for more diverse, beautiful and resilient natural landscapes in which species can thrive and people can enjoy a deeper connection with nature. The charity's work focuses on rewilding and conservation training to protect endangered species and restore natural habitats, with strategies guided by scientific evidence. DLA Piper has a long-standing partnership with Durrell, providing legal guidance on a pro bono basis to support the charity's field work.

A key focus of DLA Piper's work with Durrell involves strengthening legal frameworks related to wildlife protection in countries where species are endangered. For example, we provide pro bono legal training to law enforcement officials and judiciary to improve clarity around conservation laws and increase the rate of prosecutions related to illegal wildlife trade. We also advise the charity on technical areas such as carbon markets, as well as contributing to funding proposals and project design. This year we have seconded one of our lawyers to Durrell three days per week for six months to support with additional in-house capacity.

Recent examples of our work with Durrell include the following:

[Providing a haven for rare biodiversity in Mauritius](#)

As an important site for rare species, especially reptiles, the offshore islets of Mauritius are recognised for their importance in biodiversity conservation. However, conservation efforts on the islets can be impacted by a lack of clarity on legal protections and proper training of law enforcement officials.

To support the field work and advocacy efforts of Durrell's conservation team in Mauritius, DLA Piper lawyers have researched and produced a comprehensive legislative review and reference guide to Mauritian national wildlife laws. Legal support for the project was provided by Juristconsult Chambers, a member firm of DLA Piper Africa.

The review will soon be available as an eBook.



[Strengthening wildlife crime legislation in Madagascar](#)

In Madagascar, many rare species – including the critically endangered ploughshare tortoise – are under threat due to poaching and smuggling. Historically, the rate of prosecutions related to illegal wildlife trade in Madagascar has been very low, and therefore provides minimal deterrence to wildlife crime. To address this, we've been working with Durrell on a project to train prosecutors and judiciary on wildlife crime legislation.

In preparation for this, we designed and produced Madagascar-specific French training modules and reference materials on the illegal wildlife trade in Madagascar. As part of the project, we engaged universities and the judicial training college in Madagascar to encourage the adoption of illegal wildlife trade modules in the curriculum. We're also helping to produce a Rapid Reference Guide to support prosecutors and the judiciary in identifying illegally traded wildlife products.

“DLA Piper not only helps us fill a gap in our capacity to combat illegal wildlife trade first hand, they also help leverage our success in funding proposals through demonstrating expertise above and beyond the general conservation skill set. The firm also provides us with ad hoc advice, which is hugely helpful as an NGO with little capacity for these services in house.”

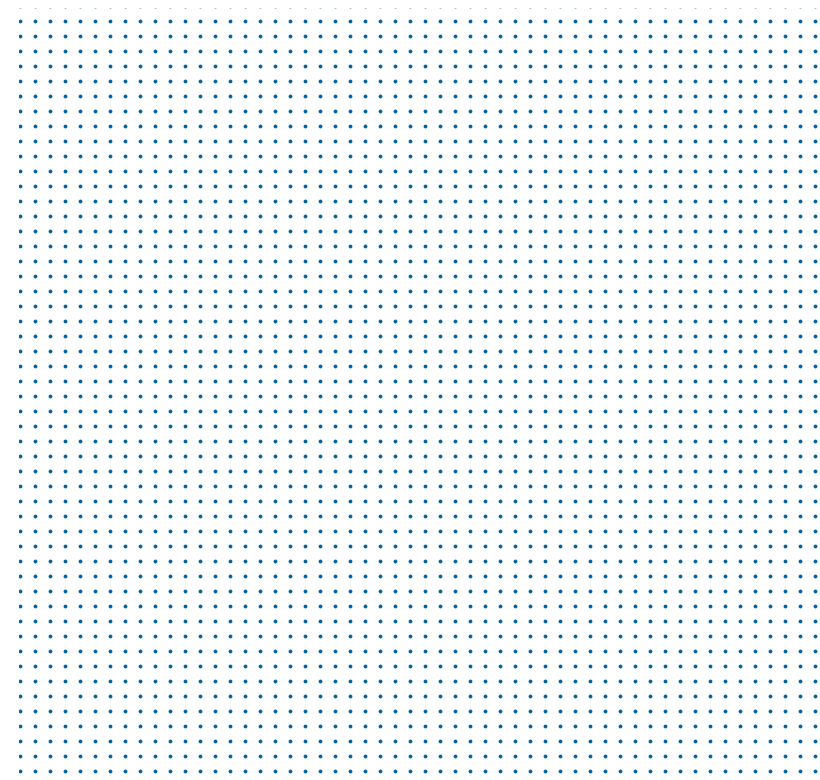
Jessica Sweeney

Field Programmes Delivery and Impact Manager,
Durrell Wildlife Conservation Trust

What's next

Our priority is to continue to develop a robust climate transition plan, with a focus on transforming our business strategy and our approach to client work to align with our climate ambition. This will include progressing our climate change risk and opportunity analysis and embedding the findings into our business planning and risk management processes.

Next year we also look forward to reporting more progress on our supply chain engagement and working with our suppliers collaboratively to align to a 1.5°C future, as well as progress with our efforts to decarbonise our business travel.



Reporting on net zero

Scope, methodology and assurance

We are continually improving our approach to reporting on our sustainability performance. This report aligns to the GRI Standards 2021 where possible, as well as to relevant indicators from SASB Standards and World Economic Forum's Stakeholder Capitalism Metrics. Our reporting is not yet where we'd like it to be, and we are actively working on improving it.

Reporting boundaries

We primarily report on activities and performance of **DLA Piper International**, which excludes our offices in the US, our Brand Integrated Firms, and our partner firms in Africa. However, for some activities and performance, where data is available and helpful, we include these entities in our reporting. We've labelled clearly where the scope of data reported is beyond DLA Piper International.

Restatement of data and introduction of new metrics

We've restated some data for previous years in this report. Some data may be different from what may have been reported in previous years, due to updated classifications, methodologies, or due to corrections. Where data has been restated from what had been previously reported, we have noted this in the 'Basis of preparation and notes' section below each relevant table.

We have included more regional data to provide greater geographic granularity. This data is grouped by our regions of operation and includes Asia Pacific (APAC), Europe, the Middle East and Africa, and the UK and Ireland. Some data breaks out Asia and Australia separately.

Basis of preparation

Where relevant, we've included notes on basis of preparation next to the data tables. These contain more details on how the data has been derived.

Assurance

Accenture has carried out a [limited assurance of our greenhouse gas emissions figures](#) against ISO 14064-3 standard, and Corporate Citizenship 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.

GHG emissions rebaselining policy

To improve quality of our GHG emissions reporting we will recalculate our baseline if one or more of the below conditions are met and the resulting change will exceed 5% of the original value:

- where we have identified a significant error or made a significant number of smaller corrections;
- where our business operations change significantly, for example through merger/acquisition or divestment, outsourcing/insourcing activities;
- where there are significant changes in calculation methodologies, for example due to changes in legislation or changes in climate science.

ESG metrics

DLA PIPER AT A GLANCE

	2019/20	2020/21	2021/22	GRI 2-7 2022/23
Total number of people	7,186	7,445	7,684	7,944
Number of people (International)	6,245	6,547	6,719	6,896
Number of people (Brand Integrated Firms)	941	898	965	1,048
% women in organisation	58%	58%	58%	58%
% business services of total population	48%	47%	50%	46%
% fee earners of total population	52%	53%	50%	54%
Average employee age	37	38	38	38
Total number of new hires	2,065	1,237	2,111	2,308
Voluntary employee turnover rate	13%	11%	17%	15%

Basis of preparation and notes

1. All figures except turnover as at the last day of the financial year (30 April 2023).
2. % figures given are % of International only. They do not include Brand Integrated Firms with the exception of the third line of data.
3. % turnover is the number of leavers in International expressed as a percentage of the year-average population. The Voluntary turnover rate excludes retirement and any other reason that isn't resignation based.
4. Restatement of data: the data disclosed for our voluntary turnover rate has been updated as the data in last year's report represented overall turnover across the firm. These figures have now been updated so that they represent the voluntary turnover rate only.

Our environment

TOTAL CARBON EMISSIONS GRI 305-1, 305-2

Scope 1, 2 and 3 carbon emissions (tonnes CO ₂ e)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Total GHG location based emissions (Scopes 1, 2 and 3)	126,971	81,945	69,281	75,079	-41%
Total GHG market based emissions (Scopes 1, 2 and 3)	125,162	80,564	67,548	73,800	-41%

CARBON INTENSITY GRI 305-4

Carbon emitted per person (Kg CO ₂ e/person)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Scope 1 and 2 Location Based Emissions intensity	913	832	725	618	-32%
Scope 1 and 2 Market-based Emissions intensity	675	646	499	460	-32%
Scope 1, 2 and 3 Location Based Emissions intensity	16,700	11,068	9,023	9,260	-45%
Scope 1, 2 and 3 Market Based Emissions intensity	16,462	10,881	8,798	9,102	-45%

CARBON EMISSIONS BY SCOPE

(tonnes CO ₂ e)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Direct (Scope 1) GHG emissions (generated by the firm)	1,204	1,471	1,866	1,404	+17%
Indirect (Scope 2) GHG location-based emissions (purchased by the firm)	5,738	4,692	3,698	3,606	-37%
Indirect (Scope 2) GHG market-based emissions (purchased by the firm)	3,929	3,311	1,965	2,327	-41%
Indirect (Scope 3) GHG emissions (generated outside the firm)	120,029	75,782	63,718	70,069	-42%

SCOPE 3 EMISSIONS BY CATEGORY GRI 305-3

(tonnes CO ₂ e)	2019/20	2020/21	2021/22	2022/23	% change from baseline
Purchased goods and services	75,142	54,013	43,758	41,283	-45%
Capital goods	9,249	10,995	9,237	9,244	0%
Fuel and energy related activities (FERA)	1,737	1,437	1,991	1,808	+4%
Upstream transportation and distribution (courier/postage)	274	227	198	347	+27%
Business travel	28,302	357	2,949	11,662	-59%
Employee commuting	5,009	5,364	2,151	2,944	-41%
Working from home	n/a	3,238	3,351	2,617	n/a
Waste generated in operations	250	124	74	153	-39%
Water supply	67	26	10	10	-85%

Basis of preparation and notes

We have restated emissions data throughout the above tables. These updated figures reflect changes in our calculation methodology as well as improvements in our data capture and data management. For example, we've now included Well-to-wheels (WtW) emissions for Upstream Transportation and Distribution, Business Travel and Employee Commuting, which is a requirement introduced by SBTi after the approval of our science-based target. These changes have been applied to our baseline, which have resulted in a 3% increase. Further, as a result of continuously improving our data capture and management systems, we've made small corrections throughout the year to specific data categories. Please note that the carbon emissions data for FY 2022-23 stated in this report varies from the data stated in our GHG assurance statement by less than 1%. This small variance occurred as a result of us making further corrections to our data after the assurance exercise was completed.

PROCUREMENT SPEND COVERED BY SCIENCE-BASED TARGETS

(% spend)	2021/22	2022/23
% Purchased Goods and Services spend covered by a SBTi commitment	24%	22%

Basis of preparation and notes

This metric includes the percentage of our procurement spend during the financial year with suppliers who have set a near-term science-based target validated by the Science Based Targets initiative (SBTi) and those who have made a formal commitment to SBTi to set this type of target. Please note, in 2022/23, we moved away from reporting on % emissions covered by this commitment, towards % spend, therefore the two figures reported are not perfectly comparable.

CARBON EMISSIONS INTENSITY BY COUNTRY

Scope 1 and 2 location-based emissions intensity by country of operation (Kg CO ₂ e/person)	2019/20	2020/21	2021/22	2022/23	% change from baseline		2019/20	2020/21	2021/22	2022/23	% change from baseline
Australia	1,861	1,573	1,169	1,011	-46%	New Zealand	480	303	151	1,326	177%
Austria	985	1,036	819	545	-45%	Norway	40	34	36	15	-62%
Bahrain	3,351	2,897	3,081	3,019	-10%	Poland	508	337	291	135	-73%
Belgium	536	544	2,906	564	5%	Portugal	965	1,012	666	197	-80%
China	1,416	1,329	1,215	1,066	-25%	Qatar	3,057	1,022	800	1,865	-39%
Czech Republic	1,254	1,004	606	477	-62%	Romania	926	378	911	636	-31%
Denmark	433	379	181	126	-71%	Singapore	1,812	1,585	356	1,310	-28%
Finland	292	334	195	136	-53%	Slovakia	467	151	670	151	-68%
France	103	82.5	83.5	72.0	-30%	South Africa	2,147	2,024	1,457	2,164	1%
Germany	856	795	341	277	-68%	South Korea	1,396	1,096	860	589	-58%
Hong Kong	1,059	794	727	667	-37%	Spain	845	552	204	396	-53%
Hungary	248	201	160	159	-36%	Sweden	33	31	16	13	-61%
Ireland	927	67.9	1,857	865	-7%	Thailand	1,188	1,784	1,522	1,924	62%
Italy	432	427	326	286	-34%	United Arab Emirates	1,069	914	476	417	-61%
Japan	977	889	995	925	-5%	United Kingdom	1,296	1,094	995	859	-34%
Luxembourg	697	641	461	316	-55%						
Morocco	1,496	1,331	1,910	0	-100%						
Netherlands	1,138	2,307	2,129	1,898	67%						

Basis of preparation and notes

In 22/23 our Morocco office was transitioning to new premises, which disrupted carbon emissions data capture and reporting.

ENERGY CONSUMPTION WITHIN THE ORGANISATION

	2019/20	2020/21	2021/22	2022/23	% change from baseline
Fuel from non-renewable sources (GJ)	21,438	27,285	29,103	24,163	+13%
Mobile Gasoline/petrol	1,483	929	824	1,054	
Mobile Diesel	1,461	500	638	143	
Stationary Diesel	7	3	3	10	
Natural gas	18,487	25,854	27,638	22,956	
Fuel from renewable sources	n/a	n/a	n/a		
Total Electricity (MWh)	18,127	15,051	13,611	13,861	-24%
Electricity (grid mix)	8,182	7,168	4,501	4,844	
Green electricity (certified)	9,945	7,883	9,110	9,016	
Own Fleet Electric vehicles (MWh)	0	0	14.0	1	
Heating consumption (GJ)	0	0	6,457	4,878	
District heating	0	0	6,457	4,878	
Self-generated electricity (MWh)	0	0	0	0	
Total energy consumption (GJ)	86,697	81,469	84,610	78,941	-9%

ENERGY INTENSITY

	2019/20	2020/21	2021/22	2022/23	% change from baseline
Energy consumed per meter² of office space (KWh/m²)					
Energy intensity (floor area)	136	132	131	119	-13%
Floor area (m ²)	177,008	171,790	178,915	184,508	+4%

WASTE MANAGEMENT

	2019/20	2020/21	2021/22	2022/23
% waste diverted from landfill	62%	76%	89%	83%
Total waste produced (t)	1,370	515	724	1,017
Total waste diverted from disposal (t)	856	390	645	840
Hazardous waste by recovery operations (t)	0	0	3	3
Non-hazardous waste by recovery operations (t)	856	390	642	837
Total waste directed to disposal (t)	514	125	78	177
Hazardous waste by disposal operations (t)	0	0	1	3
Non-hazardous waste by disposal operations (t)	514	125	77	174

TOTAL WATER CONSUMPTION

	2019/20	2020/21	2021/22	2022/23
Municipal water supply (m³)	194,671	75,188	65,090	69,594
Water supply intensity (m³/person)	26	10	8	9

Further information

Visit the [Sustainability Reporting page](#) on our website to access all our latest reporting on our environmental and social priorities.

We welcome feedback on our reporting and performance. Please email responsiblebusiness@dlapiper.com with any comments or questions.



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