

COMMUNICATION ON PROGRESS 2018 REPORT

UN Global Compact

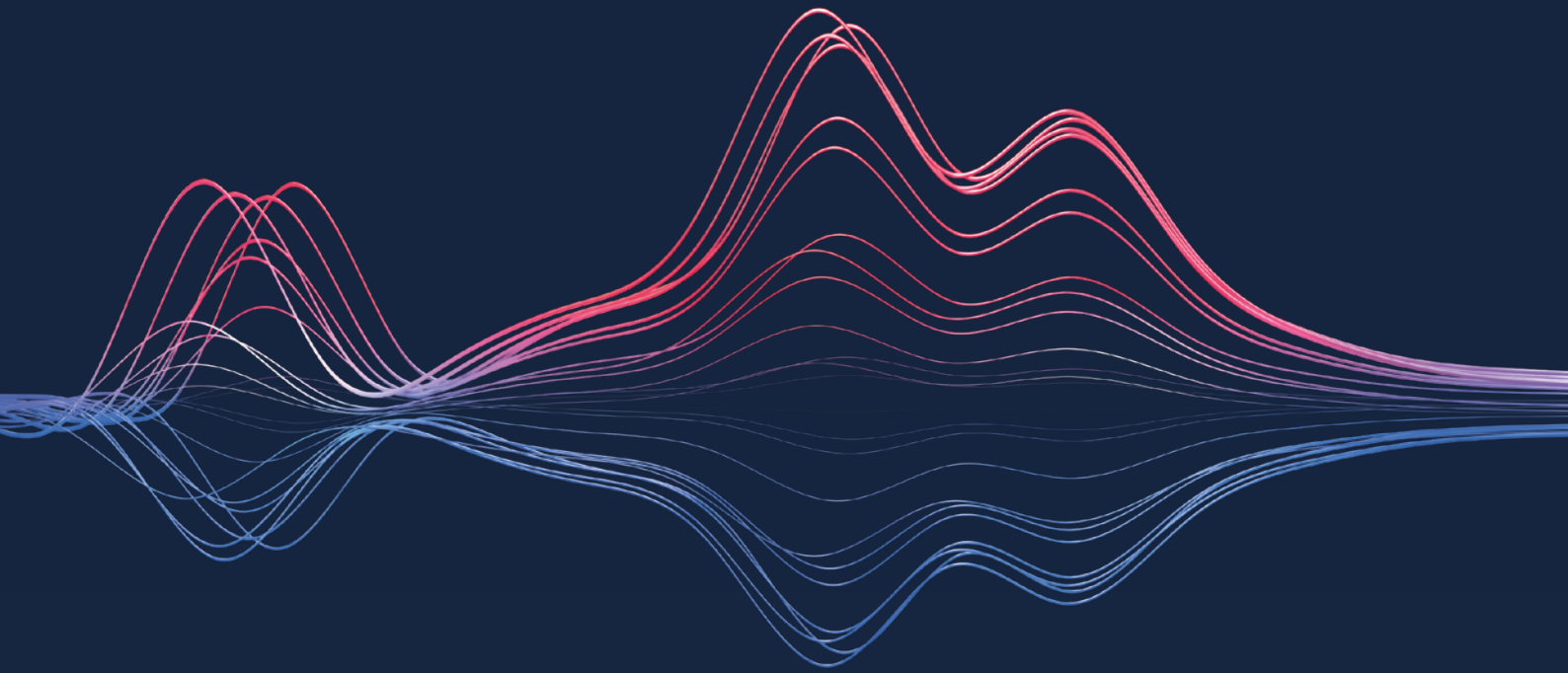


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Statement

A healthy business can't exist in an unhealthy society. And an unhealthy society won't produce healthy businesses.

At a time of unprecedented challenge and change for business with the world facing the tangible effects of the climate crisis and the social upheavals of hyper-inequality, business must step up and show that it is fundamentally a force for positive, sustainable change.

Our 2018 Communication of Progress report does more than simply reaffirm our longstanding commitment to the ten principles of the UN Global Compact, more than merely list activities that advance the UN Sustainable Development Goals.

This report shows how we integrate the UNGC's Principles and the Sustainable Development Goals into everything we do. In our own operations. In our relationships with clients. And in our partnerships with communities.

Since our last CoP we have refreshed our values; they have purpose at their core and as this CoP shows we continue to challenge ourselves to live up to these values across the entire firm.

Over the last 12 months we launched a new set of sustainability targets to 2025 and are rolling out a tougher energy management system.

Our new Diversity and Inclusion Council and recently enhanced D&I team are driving impact across our international business.

We continue to deliver on our unrivalled commitment to Pro Bono Legal services, which is focused on rule of law and access to justice, and our lawyers around the world deliver unique scale and impact by donating over 200,000 hours globally – from legal clinics in the UK in response to cuts in legal aid, to support in Zambia for imprisoned juveniles.

The firm's ground-breaking partnership with UNICEF is in its sixth year, it touches almost every part of the firm and supports UNICEF's child protection work to help ensure children are protected from violence and abuse and are treated fairly.

Our Global Scholarships Program continues to grow and deepen; it provides unique opportunities for top performing law students and in 2018 we recruited a new cohort of Fellows. To further help these exceptional students fulfil their potential as tomorrow's leaders, we recently partnered with Said Business School, University of Oxford to provide bespoke leadership training.

Everyone connected with DLA Piper wants – and expects – us to lead as a responsible, ethical and sustainable organisation. Every day, we strive to do so.

Yours sincerely



Andrew Darwin
Senior Partner
Global Co-Chairman



Introduction

DLA Piper is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

The legal profession is one of public service and, as proud guardians of the law, we assist those in need of legal and related services. Law is at the heart of many human interactions, be that between private clients, corporations, charitable organisations or the government. This central role provides us with a unique opportunity to use our experience and resources to practice our vision of responsible business, support the rule of law, advance access to justice, uphold human rights and promote environmental sustainability.

DLA Piper's commitment to the highest standards of honesty, transparency and accountability is reflected in the firm's vision to be a leading global business law firm and its values around clients, people, communities and culture.

We proudly strive for excellence in everything we do and create a work environment that fosters innovation, empowers new ideas and promotes partnerships with our global and local communities.

Purpose and values

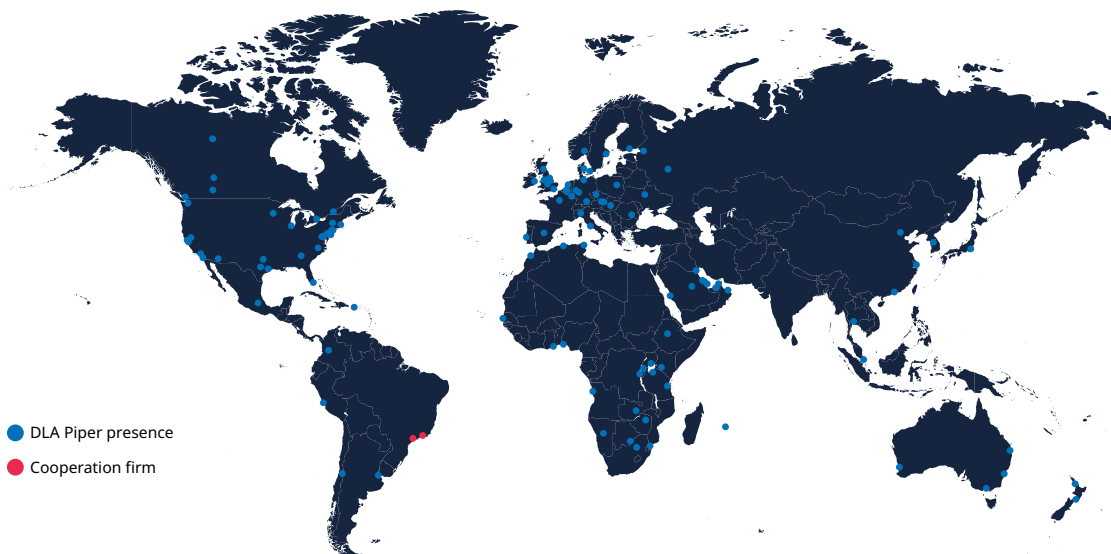
Our vision is to be the leading global business law firm. Over the last four years, we have built a strong stable and profitable platform for expansion and growth. We aim not just to maintain our current status, but to become the leader of an emerging new establishment of law firms and reposition ourselves with our clients as their advisor of choice, whatever opportunity or challenge they face.

At DLA Piper, we believe great business can make a better world. Society's future depends on

how we respond to the difficult questions before us, and forward-thinking, innovative organisations will help us find the right answers. That is why every day we help our clients succeed.

Our progressive mindset challenges conventions and evolves our global legal offering into broader advisory services and new business areas. Through our deep industry knowledge, technological solutions, and diversity of thought and experience, clients embrace change and seize opportunities.

Our entrepreneurial and supportive culture promotes bold, ambitious thinking and a warm empathetic approach. And at the heart of everything we do are trusting collaborative relationships with clients and each other.



Our values

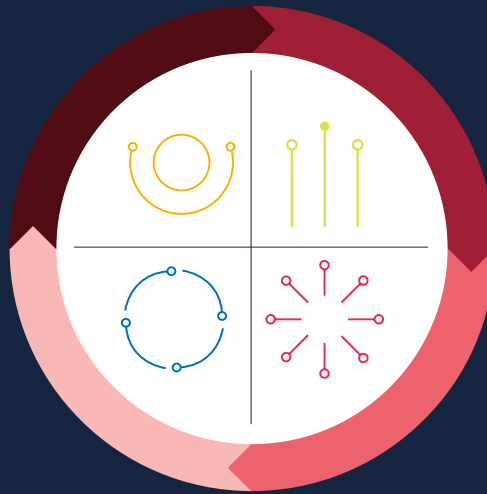
In everything we do connected with our people, our clients and our communities, we live by these values.

BE SUPPORTIVE

We care about others, value diversity and act thoughtfully.

BE COLLABORATIVE

We give, we share and we join in.



BE BOLD

We stand tall and challenge ourselves to think big.

BE EXCEPTIONAL

We exceed standards and expectations.

Who we are

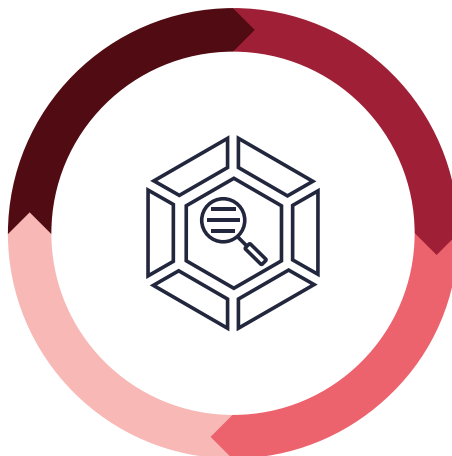
To implement our ambitious strategy successfully, we must be able to articulate confidently who we are and what we stand for. From brand research and consultation with our people and clients, we have identified the key attributes that define us.

PROGRESSIVE MINDSET

We challenge conventions, including our own, and find bold solutions for every challenge.

HUMAN APPROACH

Our people are warm and empathetic. We build trusting and collaborative relationships with our clients and each other.



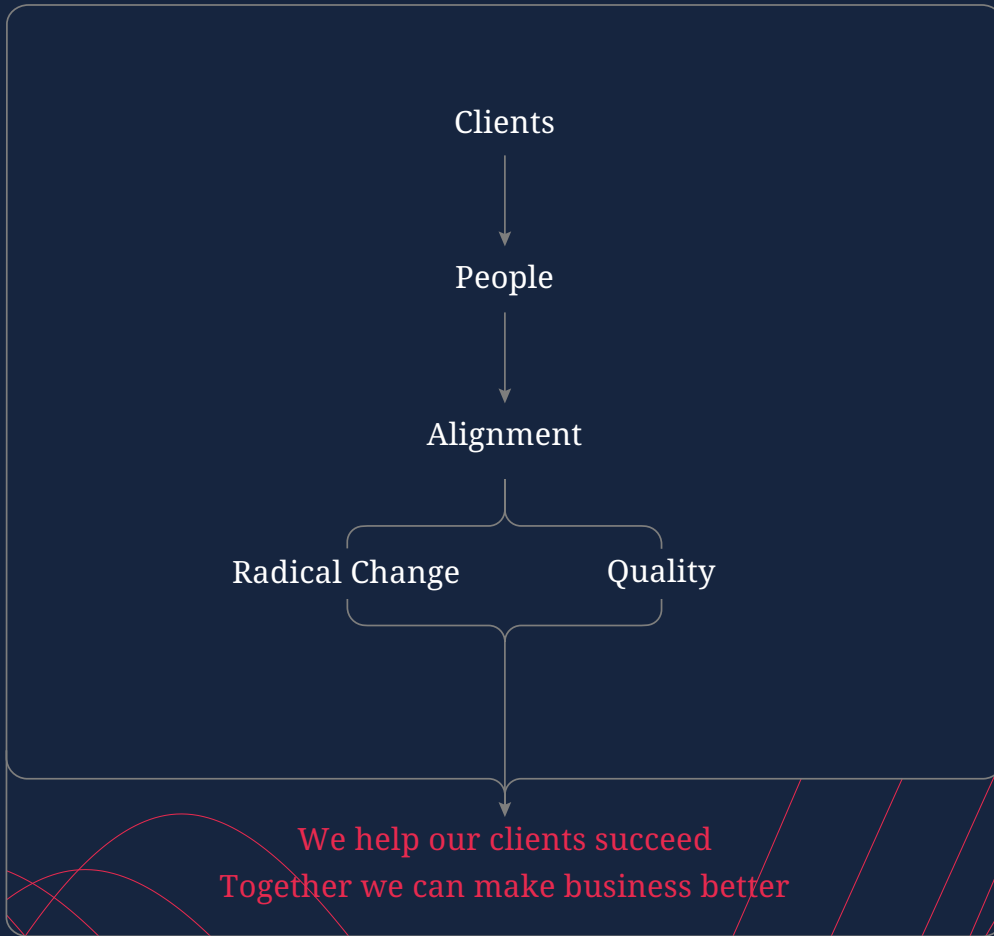
GLOBAL OUTLOOK

We don't just operate in all the world's major economies – we are global in how we think and act.

RESPONSIBLE ETHOS

We care about our people, our communities and the environment, and uphold high governance and ethical standards.

Strategy



CLIENTS

Grow broad-based, sustainable relationships with our significant clients built on a deep knowledge of their businesses and the sectors in which they operate.

PEOPLE

Encourage high-performance, diversity and inclusion and develop the capability of our people, helping them to realise their potential by training and supporting them to a high standard.

ALIGNMENT

Operate globally as an aligned, sector-driven firm, sharing our clients and meeting their needs consistently across practices and geographies.

QUALITY

Drive higher quality across our business, and in how we deliver our services to our clients, enhancing our reputation as professionals and as a brand.

RADICAL CHANGE

Create a radical change programme that will transform the client experience and develop our business advisory services, digital solutions and data capabilities.

MISSION

We believe great businesses can make a better world. That's why our mission, every day, is to help our clients succeed.

PURPOSE

Together with our clients, we can make business better.

Responsible business

DLA Piper was one of the first law firms to formally commit to the Global Compact in February 2013 and to subscribe to the ten universal principles on human rights, labour, environment and anti-corruption.

We continue to challenge ourselves to ensure our entire business is not just aligned with the UNGC principles and Sustainable Development Goals (SDGs), but they are integrated into our strategic plans and daily operations.



UNGC Principles

1. Support and respect the protection of internationally proclaimed human rights.
2. Not to be complicit in human rights abuses.
3. Uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. Support the elimination of all forms of forced and compulsory labour.
5. Support the effective abolition of child labour.
6. Support the elimination of discrimination in respect of employment and occupation.
7. Support a precautionary approach to environmental challenges.
8. Undertake initiatives to promote greater environmental responsibility.
9. Encourage the development and diffusion of environmentally friendly technologies.
10. Work against corruption in all its forms, including extortion and bribery.

SUSTAINABLE DEVELOPMENT GOALS

These are the SDGs and the environmental, social and governance (ESG) areas where we can have the greatest impact.



Support healthy employees, families, communities and nations by ensuring healthy and safe work environments.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Achieve gender equality and empower all women and girls.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Reduce inequality within and among countries.



Ensure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Our clients

Shared values



As one of the world’s leading global business law firms, our clients expect us to live our values and to demonstrate credible leadership on these shared values in our operations, business relationships, the advice we provide and throughout our wider value chain.

GOVERNANCE

Our global business is organised under a Swiss verein structure, with a Global Board appointed by and among its members.

At DLA Piper we take an integrated, enterprise-wide approach to managing legal, compliance, governance and reputational risks in order to avoid conflicts, wasteful overlaps and gaps. Our Board and the Executive established a framework of policies, internal

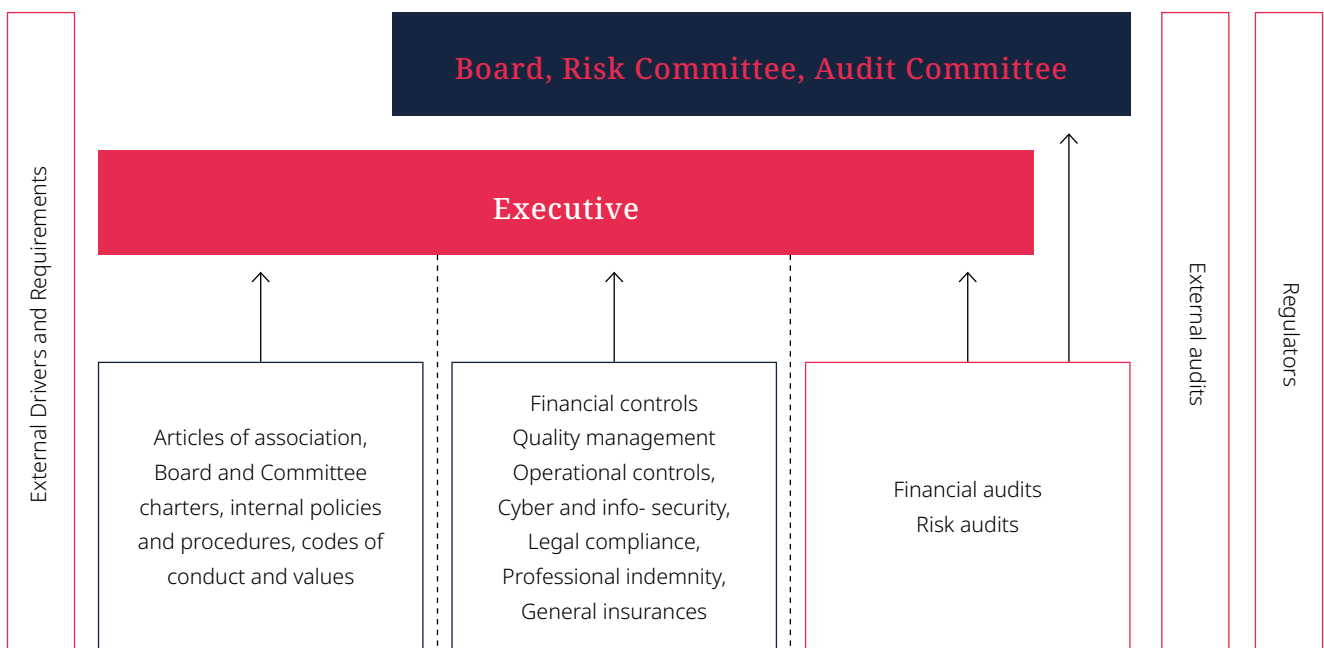
controls and practices to ensure that we keep pace with the risk profile of the firm, changes in legislation and the expectations of stakeholders, including clients, in a business environment that is constantly changing.

To maintain consistency across jurisdictions, practice groups and sectors and wider value chain activities, we adopted a three line of defence governance model and aligned our risk

management framework with the international ISO 31000:2018 Risk Management Guidelines.

The effective implementation of the UNGC universal principles is driven by the senior leadership team and shared by DLA Piper offices across the globe.

Our commitment is implemented through internal training and guidance to our people based on their roles and responsibilities.



BUSINESS ETHICS

Doing business ethically is central to our values and what we do.

DLA Piper and our people aspire to demonstrate integrity, truthfulness and honesty in all our dealings, uphold our reputation, and inspire confidence and trust in our actions. We are committed to conducting our business in a professional, competent, fair and impartial manner, and in compliance with all relevant legal and regulatory principles.

This standard of behaviour and performance is maintained in DLA Piper’s relationship with our clients, people, suppliers, communities and all other stakeholders.

DLA PIPER’S HUMAN RIGHTS AND MODERN SLAVERY POLICY IS CONSISTENT WITH:

- the International Bill of Human Rights Universal Declaration of Human Rights;
- the International Covenant on Civil and Political Rights;
- the International Covenant on Economic, Social and Cultural Rights;
- the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work; and
- the UN Guiding Principles on Business and Human Rights.

Our ethical commitment is demonstrated in everything we do, including:

- Valuing our client relationships and putting our clients at the centre of everything we do: seeking to build long-term relationships based on shared values and mutual respect.
- Zero tolerance of legal and regulatory breach.
- Commitment to prevent corrupt practices: we will not directly or indirectly engage in bribery or corruption in any form.
- Commitment to opposing modern slavery in all its forms, and refusal to tolerate it either within our business itself or in our supply chain.
- Maintenance of the highest standards of confidentiality: protecting confidential, privileged and personal data entrusted to us.
- Promotion of Human Rights in all of our dealings, as demonstrated by our commitment to the UN Global Compact.
- Investing in and supporting our people to succeed: nurturing our existing talent, attracting the best to join us, and providing a supportive environment.
- Maintenance of a safe and healthy working environment and a zero tolerance of any form of harassment: treating all our people with dignity and respect with equal opportunities given to all irrespective of race, religion, gender, sexual orientation, disability or age.

- Promotion of our whistleblowing policy and associated procedures for blame-free reporting on a confidential or anonymous basis.
- Selecting our suppliers on an objective basis considering factors including integrity and shared values.
- Competing vigorously, lawfully and fairly with competitors, and building our reputation on the basis of our performance alone.
- Commitment to promote environmental sustainability through our advice to clients, responsible operating practices, partnerships across our value chain and engagement with communities.

These are variously supported by policy and procedures published on our intranet site, and by ongoing programmes of communications and training.

DLA PIPER HAS SEVERAL POLICIES IN PLACE THAT ADDRESS HUMAN RIGHTS AND BUSINESS ETHICS ACROSS OUR SUPPLY CHAIN:

- Human Rights and Modern Slavery
- Ethics
- Sustainable Procurement
- Anti-Bribery and Corruption
- Anti-Money Laundering
- Whistleblowing
- Diversity and Inclusion

Our clients

Trusted advisor



Global businesses today are expected to ask themselves not just *can we?* but *should we?*. Clients expect their advisors to be able to provide not just technical legal advice, but strategic, commercial and evidence-based advice that aligns with clients' purpose and values.

We work with our clients to help them understand and respond to new value-drivers for business, such as radical transparency, or social purpose that is sought out by talent and a new generation of business leaders, and an activist but also collaborative NGO community. All of this is set within a longer-

term re-framing of business value protection and creation combined with a clear understanding that long-term success is tied to identifying, managing and leading on issues relating to environmental, social and governance best practice.

This means partnering with our clients to embed responsibility across the entire value chain and every business area such as policy development and implementation, governance, strategy and risk management, investment planning, due diligence, and transactional dispute resolution.

BUSINESS AND HUMAN RIGHTS

We play an active role in promoting the implementation of the UN Guiding Principles on Business and Human Rights in the legal profession through our engagement with the International Bar Association Business and Human Rights Committee, as well as through our work with national bar associations, including the Law Society of England and Wales and the American Bar Association.

As a trusted advisor, we support our clients to identify and mitigate the risk of involvement in adverse human rights impacts. Our International Business and Human Rights team has continued to advise clients across a range of governance, transactional, risk management, compliance and dispute resolution issues related to human rights risks in clients'

operations, business relationships and supply chains by, for example:

- supporting clients' understanding of human rights risks and materiality to enable prudent investment planning and business relationship screening, policy development and implementation, governance structures, due diligence and risk assessment, supply chain management and with the design of grievance mechanisms in line with relevant internationally recognised standards such as the UN Guiding Principles on Business and Human Rights and the OECD Guidelines;
- advising on domestic and international legal and soft law standards related to key human rights issues, for example, social feasibility and large-scale projects,

land acquisition and resettlement, public and private security forces, labour exploitation and modern slavery, community and indigenous peoples, host-government relations and socially responsible investment;

- integration of human rights policy commitments into due diligence processes and risk management systems to ensure human rights risks are identified;
- advising on risk mitigation and monitoring, including KPIs and appropriate contractual frameworks;
- reviewing human rights impact assessments and due diligence processes for specific projects/ transactions and undertaking human rights investigations at country level or corporate level; and

- ensuring policies and due diligence processes are adequate to ensure access to capital and compliance with relevant standards, for example, OECD Guidelines and export credit requirements.

Recent experience includes:

- Advising a number of multinational clients on compliance with international human rights standards, including the United Nations Guiding Principles on Business and Human Rights (UNGP) and the OECD Guidelines on Multinational Enterprises (OECD Guidelines), policy frameworks, due diligence and risk management procedures and remediation mechanisms.
- Advising a number of major global businesses on compliance with human rights reporting and transparency regulations across multiple jurisdictions, including the UK Modern Slavery Act, UK Non-financial reporting requirements, Australian Modern Slavery legislation, French *Devoir de vigilance* and others.
- Advising a project sponsor in relation to implementation of corporate policies into practice, including by drawing on the Equator Principles, IFC Standards, World Bank ESG Guidelines, in order to establish a framework for obtaining and maintaining free, prior and informed consent of the traditional owners in a manner that supports establishment of social license to operate and the bankability of the project.
- Advising numerous project sponsors in negotiations with Indigenous Peoples in Australia in connection with mining, energy, infrastructure and regional development projects.

- Advising a global industry association on the re-design of a novel grievance mechanism, which has included advising on alignment with relevant international standards, specifically the UNGP Effectiveness Criteria.

ENVIRONMENT AND CLIMATE CHANGE

DLA Piper continues to be a legal global advisor on a range of climate resilience and sustainability initiatives and on climate change legislation and rapidly changing public policy. We have been asked to continue with our pro-bono work representing a developing country at UNFCCC conferences. Following the work we undertook last year for the client at the COP at Katowice, preparations are now in hand for the forthcoming COP at Santiago de Chile.

The firm takes an active role in environmental and climate change initiatives. We advise industry organisations, including the European Federation of Energy Traders (EFET), RECS International, the I-REC Foundation, and the Carbon Markets & Investment Association (CMIA), on a variety of legal matters, including on drafting of market standard legal trading documentation. Most recently DLA Piper has advised on the drafting of the EFET standard corporate power purchase agreement.

We assist clients with cross-sector innovative solutions, for example advising Emission Reduction Alberta which invests proceeds from carbon pricing paid by large final emitters to reduce GHGs and strengthen the competitiveness of new and incumbent industries. We also advised on the creation and establishment of the Forest Resource Improvement

Association of Alberta (FRIAA), a collaboration between industry and the public sector that now offers funding for a variety of programs including adaptive measures and helping communities better prepare for climate-related exposures.

The firm hosted and participated in a number of seminars both for clients and the wider community to promote sustainable business development such as an event for the University of Sheffield Grantham Centre for Sustainable Futures, which focuses on research work to promote the UN's sustainable development goals, and an event for investors in Africa on climate change risk and the recent guidelines from the Task Force on Climate-related Financial Disclosures.

Our lawyers and consultants also donate their time and know-how. One of our partners is Chair of the Sheffield city Region Sustainability Partnership. Another partner, during his term as Sheriff of the City of London, actively promoted the city's Green Finance Initiative and one of our consultants was recently appointed as a director of the initiative.

WIN

WHAT IN-HOUSE LAWYERS NEED

Our award-winning programme What In-house Lawyers Need (WIN) offers the tools, training and knowledge to in-house lawyers on a wide range of technical, commercial as well as personal aspects. In addition to bespoke services, WIN offers interactive and practical training on topics that range from business and human rights, diversity and inclusion, employment law to health and safety, responsible sourcing and outsourcing.

In addition, the Women's WIN initiative extends the excellence of our Global Leadership Alliance for Women (Global LAW) programme to our clients and provides a unique platform for training, networking and sharing best practice for female lawyers.

Our people

Inclusion, belonging and balance



CULTURE

DLA Piper is firmly committed to advancing all aspects of diversity and inclusion across our global firm. We actively foster an inclusive culture where everyone feels they belong and can thrive.

We aspire to more diversity across all parts of our business, and recognise how unconscious bias can impact this objective. To date, over half our partners have participated in face-to-face unconscious bias training. Later this year, we plan to develop an updated learning module focused on inclusive leadership. In the US, we have a programme of bespoke inclusion training, customised and delivered by NYU Law School's Center for Diversity, Inclusion and Belonging.

We recognise the importance of embedding inclusive behaviours into our processes, and so have incorporated new metrics in our annual performance assessment process whereby our people can demonstrate how they live our values.

We recently launched WorkSmart, a firmwide agile working policy. This empowers all our people to work in a modern and progressive way, and helps them meet commitments both in and outside work. WorkSmart starts with the recognition that high performance goes hand-in-hand with flexibility and choice. The policy

was developed as a direct response to feedback from our people during our CEO challenge consultation, conducted using crowdsourcing software and feedback from the winning team at our International Associates Day.

This year, we will run an all-staff engagement survey on our progress in building a culture that we can all feel proud of. The responses – which will be anonymised – will be crucial in measuring engagement and in identifying and understanding areas for improvement. Diversity and inclusion matters will be part of the survey.

Finally, we have recently repositioned our diversity and inclusion team, both to support our strategic drive for impact across our international business, and to increase the active sponsorship it receives at the board and among the executive team. Simon Levine, managing partner and Co-CEO, leads our Diversity and Inclusion Council.

DATA

We collect and monitor diversity data where possible, and in an appropriate manner. Though we want to be as uniform as possible in the data that we collect from our people, as an international organisation we need to take into account local practices and legislative restrictions. Work is

underway internally to agree a common standard of language relating to data, with the goal of improving its validity and accuracy.

ABILITY

We partner with and are a gold member of leading disability consultancy My Plus Consulting, which provides career support for disabled students, and helps organisations become disability-confident in graduate recruitment. In 2018, we hosted its annual inter-firm event for disabled students looking to pursue a career in law.

All members of the UK graduate recruitment and development team have attended neurodiversity training, and we have audited our selection process to ensure it meets neurodiverse best practice.

Although we uphold robust reasonable adjustment processes for all job applicants, we recognise that there is more we can do to ensure that people with disabilities (including neurodiversity) feel inspired and welcomed to join our team, remain in the firm, and have an equal opportunity to achieve their potential with us.

Our health and wellbeing steering group is a key part of our broader approach to this area. It benefits from executive sponsorship, and addresses

the increasingly complex people risks emerging from the pace of change, impact of technology, and new work norms. It also encourages greater awareness, education and acceptance for individuals seeking support.

AGE

Millennials comprise half our workforce, which is one of the reasons for launching WorkSmart and allowing our people the freedom to work in a more agile way. Getting this right will help us attract and retain the best talent, by supporting our people at all ages and life stages.

Our reverse-mentoring pilot programme has both an ethnicity and age focus. By creating relationships and connectivity across the business, we hope the programme will provide valuable insights for our approach to millennial engagement and retention.

FAMILIES

As part of our review of our international people policies, we will adopt and promote progressive and competitive policies that support those with or planning to have families (e.g. market-leading parental leave and domestic and family violence and sexual assault policies in Australia). We offer maternity and parental coaching in the UK and Asia Pacific to help people manage the transitional period of commencing and returning from parental leave. We train partners and other managers whose role it is to facilitate an effective return to work for staff through coaching and support. We are members of CityParents and Working Families, and work with Carers UK. We have also started planning an international employee network focused on family and caring responsibilities.

GENDER

Our international executive board is 27% female. In terms of UK leadership, Sandra Wallace, who

has been consistently listed as one of the most influential black people in Britain, was our UK country managing partner for four years, and in 2018 she was promoted to joint managing director for Europe.

As well as statutory reporting to the UK Solicitors Regulatory Authority, which is required every two years, we also track gender diversity in partners, 20% of whom are female. We recognise that this needs to significantly improve.

As of 1 May 2019, 32% of our internal candidates for election to partner are female (up from 24% in 2018). Throughout our financial year 2018-19, 25% of partners hired were female. Additionally, we have started to track firmwide promotion rates by gender and, in future, will be looking at broader demographics. We hire more women than men at trainee level, and post-qualification we maintain the trend of having a higher proportion of women. Our lead lawyer data demonstrates a relatively even split between women and men.

Our challenge remains at senior lead lawyer and partner levels, where we see a decline in female representation that becomes steeper with seniority. This is broadly akin to the rest of the legal industry, and we see similar challenges in the wider professional services sector. We believe, however, that with investment and the right support in place for people at critical points in their careers, we can better retain and engage this important pool of talent and be an inspiration to others. In our 2018 UK gender pay gap report, we voluntarily included partner statistics. We welcome the transparency, debate and impetus that gender pay gap reporting has provided in the UK, just as we welcome the leadership and encouragement of the GC community. Though our gap is broadly in line with that of the wider

legal sector, particularly the largest 25 UK law firms, unlike many other organisations and sectors we have a better gender split in our top two pay quartiles. Our lower two pay quartiles are representative of the proportion of female employees, which in turn drives the pay gap.

Leadership Alliance for Women (LAW), an internal employee network, operates globally and was established to share information, raise awareness, and promote peer support, networking and client collaboration opportunities. LAW events and activities are not limited to women, and the network benefits from the support of many male allies.

In the US, we're a signatory to the Mansfield Rule, a national initiative to increase diversity in leadership and governance roles, partner elections and lateral hiring. We are committed to ensuring at least 30% of candidates sourced and considered for those positions are BAME women and attorneys. On the international stage, we have received the following recognition:

- Awarded best international firm for women and – for the fifth consecutive year – best gender diversity initiative in an international firm, at the Euromoney LMG Women in Business Law Awards 2018.
- Recognised by the Australian Workplace Gender Equality Agency as an employer of choice for gender equality.
- Awarded best firm at the IFLR Annual European Women in Business Awards in the Czech Republic, Norway, Poland, Romania and Ukraine.

We are mindful that diversity doesn't end with gender. In line with many of our clients' commitment to this important matter, we also believe that inclusion promotes better decision-making for our clients and our business, and creates an enriched career experience for all our people.

RACE, ETHNICITY, FAITH AND CULTURAL BACKGROUND

In many ways, our geographical diversity has meant that working across borders and cultures to ensure a seamless client experience is integrated into the way we do things at DLA Piper. We recognise, however, that an all-inclusive approach to faith, ethnicity and multiculturalism is not a given, and so we are exploring establishing an international multicultural employee network to address these issues on a local basis.

We are piloting a reverse-mentoring programme with a small number of BAME (black, Asian and ethnic minority) associates and partners in the UK and, if successful, we will consider rolling this out across other countries and regions. We believe such programmes play an important role in building networks, sharing perspectives and valuing differences.

In the UK, we partner and run events with Urban Lawyers, which aims to widen access to opportunities in the legal industry to BAME students. We monitor – for adverse impact and bias in the selection process – the proportion of BAME candidates receiving newly qualified job offers against the overall BAME trainee population in the given year group. We welcome opportunities to explore, celebrate and respect all faiths, and those who do not adhere to any particular religion or belief.

SEXUAL ORIENTATION AND GENDER IDENTITY

We are firmly committed to educating all colleagues about LGBT+ issues and ensuring that those who identify as LGBT+ feel and enjoy an equal sense of belonging at the firm and have a solid support network in place. Iris is our resource group for LGBT+ individuals and allies, and seeks to promote an inclusive work environment for all our colleagues by organising networking opportunities, collaborating with clients on LGBT+ initiatives, and sharing information and ideas.

The international Iris network is sponsored by members of the board and the executive, and recently held EMEA and Asia Pacific summits in Germany and Australia respectively. These brought together over 100 colleagues and partners from many jurisdictions to collaborate and develop the future strategy for Iris. We partner and work closely with Stonewall, the UK's leading LGBT+ organisation, on LGBT+ matters. We have consulted Stonewall on our transgender policy and guidelines, and we use its definitions for LGBT+ terminology in our firmwide written style guide, which has a dedicated section on gender-neutral and unbiased language. We also sponsor Liverpool's LGBT+ inclusive rugby team, the Tritons. In Australia, we have been awarded Bronze Employer status for LGBTI inclusion in the workplace through the Australian Workplace Equality Index (AWEI).

THE FUTURE

We recognise that we have much still to do and we welcome the expectation from clients and wider society that we must embrace and promote the change that both they and our people demand. It is clear that putting diversity and inclusion at

the heart of our business is not only the right thing to do, but means we all enjoy an enriched career experience.

At DLA Piper we are firmly committed to diversity and inclusion. As a global business law firm, with a diverse client base, we know that our clients expect our people to represent the communities in which we work and value our ability to advise them on both local and global cultures and markets. We believe that our approach to diversity and inclusion enables us to attract the best talent, build the most effective teams and deliver the highest level of client service.

For us, diversity is not just about visible differences, it is the unique blend of talents, skills, experiences and perspectives that makes each of us an individual and we strive to create an environment where these differences are valued and celebrated.

As our organisation of nearly 10,000 employees operates across more than 40 countries throughout the Americas, Asia Pacific, Europe, Africa and the Middle East, our policies in each jurisdiction are tailored to the legal, regulatory and cultural requirements of each geography.

We promote a culture in which everyone feels respected, valued and included, where everyone has the opportunity to grow their career and where pathways to career progression are transparent.

We have continued to implement our firmwide strategy to secure the gender talent pipeline, with progress reviewed by the Board every six months. The strategy includes the moderation of all promotions to include gender analysis, the requirement for at least

one woman to be on the shortlist for all key management appointments and a comprehensive review of our parental leave benefits and the introduction of parental coaching.

Awarded best gender diversity initiative in an international law firm (fourth consecutive year) by Euromoney LMG Europe.

Employer of Choice for Gender Equality citation, Australian Government Workplace Gender Equality Agency having been a citation holder since the program began.

We are continuing to roll out our Diversity and Inclusion training curriculum. Partner workshops focusing on unconscious bias have continued and over 380 partners have now been trained to date. We have also worked to ensure the key learnings from the training are integrated in our people processes, for example, performance management, promotions and compensation decisions. We have developed bite-sized guidance intended to be used by partners and managers in real time during these processes to serve as a prompt and reminder of how bias can manifest and how the impact of bias can be minimised. We have also developed a new module on Cultural Awareness which has been incorporated into

our career academy programme for non-partner lawyers and business services professionals, aimed at providing participants with a framework of techniques and skills to operate and collaborate more effectively across cultures.

Following the success of our Leadership Alliance for Women (LAW) initiatives throughout the UK, US and Australia, we have formed the Global Leadership Alliance for Women (Global LAW). Global LAW harnesses expertise of colleagues engaged in local initiatives around the firm and leverages best practices among existing local mentoring, skills development and networking programs to support the advancement of our women lawyers worldwide. The local chapters of the Global LAW are now established in France, Spain, Italy, Germany, Belgium, the Netherlands, Luxembourg, the Nordics region, Hong Kong, Japan, New Zealand and the Middle East.

International Women's Day was marked with the largest number of Global LAW events so far. These included guest speaker events in London and Copenhagen, a panel event held jointly with client RBS in Edinburgh, a networking lunch for colleagues and clients in Brussels, an event in Saudi Arabia for colleagues and clients and networking events in Germany. The focus of many of the events and

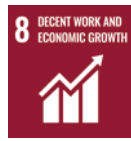
discussions locally was engaging men – making gender equality everyone's issue and not just a women's issue.

Our LGBT network continues to make excellent progress. Last year's re-launch of the network in London under the new name Iris (from Greek mythology) was followed up by local launch events in Sydney and Hong Kong. The group aims to promote an inclusive working environment by offering networking opportunities, raising awareness across the firm and partnering with clients on LGBT initiatives. The group now has over 100 members across the International firm.

We are Stonewall diversity champions in the UK and members of Pride in Diversity in Australia and the Hong Kong Gay and Lesbian Attorneys Network. We have supported Pride in Hong Kong, Manchester, Rome and Auckland. We continue to support Wear it Purple day in Australia and recognised World AIDS day in the UK. We also raised awareness of LGBT history month, Transgender Day of Visibility and International Day Against Homophobia, Transphobia and Biphobia.

We recognize that our diversity initiatives have a long-term time horizon and like most law firms, we still have some distance to travel.

Safe working



We are committed to providing our employees with a safe and secure working environment that safeguards their health, and promotes physical and mental wellbeing, regardless of where in the world they work.

To meet this commitment and to ensure a consistent approach across our offices and areas of operation, we maintain a robust health and safety management system. In early 2019 our UK offices have successfully transitioned their health and safety certification from the national OHSAS 18001 standard to the new international ISO 45001:2018 standard, well in advance of the transition deadline in March 2021. Through the process of continuous improvement, we strive to uphold the highest performance standards and

promote positive health and safety culture throughout the organisation. In 2020 we will commence the certification roll-out across our international offices to further ensure consistency of our approach to occupational health and safety in line with firm's. Be Anywhere and WorkSmart policies.

We view our workplace environment as one of the most important opportunities to achieve transformational change and to reflect on our pursuit of excellence. To ensure that we consistently

develop innovative workplaces across our international property portfolio, we apply governance framework and bespoke guidelines to all our build, design and fit-out projects. Our approach continuously evolves to reflect the latest design concepts, standards and related technologies. Among many other important aspects of the workplace environment, our particular focus is on the quality, sustainability, innovative technologies, security and access control, amenity spaces and staff wellbeing.

What certification means for us:



IMPROVED RISK MANAGEMENT
Seamless integration with wider business processes and global consistency.



PROVEN BUSINESS CREDENTIALS
Independent verification against recognised standard.



ADVISOR OF CHOICE
Strong alignment with client expectations.



BEYOND LEGAL COMPLIANCE
Voluntary commitment to best practice.

Sustainability



For DLA Piper, responsibly managing the environmental impact of the firm is an integral and essential part of the way we conduct our business. The climate crisis demands nothing less. We strive to lead where we can, particularly when it comes to managing the environmental footprint of business activities and operations across our entire value chain, be that legal services or business support, such as property and workplace management, events organising and procurement.

Our commitment to environmental sustainability is expressed in the two core policy statements:

- The global environmental sustainability policy, which is jointly championed by Simon Levine and Jay Rains, our Co-CEOs and Global Board members with responsibility for the environmental challenges.
- The international energy and climate change policy, which is sponsored by Jacqueline King, our COO and member of the International Executive Committee.

The Global Board oversees our environmental performance and the progress towards strategic environmental sustainability targets.

The Global Sustainability Initiative (GSI) provides technical support to the Global Board on formulating a strategic and integrated approach on managing environmental impacts and opportunities throughout our value chain. It was established in 2007 and is governed by the two sponsoring partners and a cross-functional committee.

To further support our commitment to environmental sustainability, we set up the International Energy and Climate Change (IECC)

committee with specific focus on identifying and supporting actions to improve energy efficiency and reduce carbon footprint of operations across our international offices.

STRATEGIC TARGETS

Recognising the scale and nature of our operational impacts on the environment, we have identified the four priority areas where we have greater control and impact in addressing the risks and capitalising on opportunities within our value chain for a positive contribution towards greater sustainability. Our current environmental targets have been recently reviewed by the Global Board and are now set for the period through to 2025. These not only build upon the progress made during 2012-18 but also push us to go further.

Energy and renewables

With over 90 offices in our property portfolio, energy use and efficiencies are a natural priority for us. Up until 2018 our main focus was on electricity use across our global offices and we have managed to reduce this by 18%. We aim to achieve greater consistency on gas/fuel use reporting across the international offices and reduce our total energy use by further 20% by 2025.

Renewable sources of energy continue to play an important role in our electricity supply: over 50% of our total electricity consumption is already sourced from green energy providers but we want to improve this further through partnerships with our landlords and their building management companies, as only 30% of our offices contributed to this target.

Emissions

Besides energy use, the most significant contributor to our carbon footprint is business travel, particularly as we were so successful in expanding our global reach over the past few years. Although the use of video conferencing has increased by nearly two-thirds since 2012, the emissions associated with our travel have also increased by 40%. With this in mind our new targets aim to reduce the carbon footprint by 25% by 2025 and to carbon off-set non-client air travel.

Waste

With improved record management (e.g. matter management, document retention, digitisation) and through introduction of ground-breaking legal technologies, the use of paper across the offices has been reduced by over 30% since 2012. We have also maintained

high percentage of recycling for our paper waste and all other categories of office recyclables, such as printer toners, plastic, glass and cardboard. With introduction of the new targets our focus will be on ensuring that by 2025 at least 95% of our waste is reduced, recycled or used for energy generation through a wide variety of waste minimisation, segregation and disposal initiatives.

Procurement

Following a review of contractors across the key service areas (i.e. catering and vending, cleaning and security, couriers and taxis, travel, record management, stationary and print, utilities, confidential shredding, building maintenance) we are confident that approximately 77% of our critical suppliers and service providers are fully aligned with our

sustainability commitments. We are now working towards a new goal and will actively engage or form partnerships with those that have the greatest potential to influence our sustainability performance and support us in delivering our strategic objectives.



EXTERNAL VERIFICATION

Our management system has been ISO 14001 compliant and independently certified across our global business for over a decade. It is shaped by the external and internal issues that are material to the firm and our key stakeholders. It is integrated into the core

business practices and processes, and is designed to achieve our objectives and targets.

In 2018 we successfully certified our UK offices for compliance with Carbon Trust standard and achieved an overall performance score of 80%. This accomplishment recognises our efforts to deliver

carbon reductions year on year and realise the benefits associated with efficiencies.

We have applied for ISO 50001 energy management certification. Our ambition is to achieve certification in the UK by the end of 2019 and roll it out across our international offices in 2020.

Value chain



The value chain within DLA Piper, as in most professional services, consists of the various workflows that drive profitability and competitiveness of the firm by adding value to its core services and contributing to the wider sustainability of the firm.

PROPERTY MANAGEMENT

Sustainability is one of the key considerations within our property governance framework and related guidelines. With 90 offices in over 40 countries, property management is a significant part of our business operations and we apply a life-cycle approach to how we manage our premises on a daily basis: our due diligence questionnaire incorporates sustainability criteria for selecting new offices (e.g. energy efficiency, building certificates, recycling, energy micro-generation, etc.); at the fit-out stage we apply our International Design Guidelines, which, in addition to environmental criteria for procuring office furnishing and equipment, also cover local approaches to global design, workspace environment (e.g. lighting, temperature, humidity, acoustics), amenity space and wellness facilities. During tenancy we are continuously looking for operational opportunities for improvement through introduction of new technologies (e.g. smart lighting, air purifying paint, chemical-free cleaning agents, etc.), optimisation and upgrades (e.g. building management systems, smart metering, renewable energy generation), engagement and partnerships with our key stakeholders (e.g. landlords, suppliers and service providers, employees).

Towards the end of tenancy, we focus on management of waste and other sustainability aspects of the property's re-instatement and relocation.

EVENTS MANAGEMENT

Our event organisers are also guided by the principles of sustainability. DLA Piper internal and external events come in a variety of formats – from corporate conferences to office parties, from educational seminars to fundraising events. As a responsible business we always consider aspects such as health, safety and welfare of the people attending, the impact on the environment and the wellbeing of the surrounding communities.

SUSTAINABLE PROCUREMENT

Our supply chain is relatively straightforward and yet it cuts across many different national cultures, wide-ranging business norms and traditions, bringing with it a multitude of potential risks as well as rewarding opportunities for businesses, the environment and societies.

Our global Sustainable Procurement Policy provides a high-level outline of our approach to ensuring that all suppliers and contractors act consistently with our values and commitments, particularly with respect to the key principles embedded in the UN Global Compact.

We actively encourage diversity throughout our supply chain and seek to provide a level playing field for all potential suppliers irrespective of their size, ethnicity, ownership and location.

We form partnerships with our more mature and advanced suppliers and service providers to achieve economies of scale and scope in

mitigating the lifecycle impact. At the same time, we are fully committed to working closely with smaller local companies to help them achieve necessary experience, capability and financial viability to successfully undertake the work while complying with our policy requirements.

In 2019 we took our supplier and contractor management a step further and initiated the development of the internal supplier assurance framework. This framework will apply to all our suppliers across the board and help us, among other things, gather and verify supplier sustainability evidence as well as mitigate potential risks and reputational damage throughout the supplier engagement lifecycle; from onboarding through to performance improvement.

Our supplier assurance framework focuses on a range of sustainability themes, including governance and risk management, information security and business continuity, environmental protection and climate change, working conditions and human rights, business ethics and responsible sourcing. The training, implementation and roll-out is scheduled for December 2019 and the framework will go live within the next 12 months.

Our communities



Pro Bono – promoting the rule of law and access to justice around the world

Around the world, our lawyers provide pro bono legal services to promote the rule of law by strengthening civil society and building capacity, and to support access to justice, particularly for children and forcibly displaced people. Through New Perimeter, our global pro bono initiative, we also provide pro bono legal assistance in under-served regions around the world to support access to justice, social and economic development and sound legal institutions.

As one of the largest law firms in the world and a thought leader in the creation and delivery of pro bono services, we are able to develop, manage and deliver pro bono services in size, scale and scope unlike any other global law firm. Everyone at DLA Piper plays a role in our pro bono practice. Our lawyers spend time each year providing free legal services to individuals who cannot otherwise afford a lawyer and organisations

RULE OF LAW

Strengthening Civil Society

Our rule of law work is designed to support just laws, fair and open courts, transparent and accountable governments. Examples of this work include the following.

In Tanzania, our DLA Piper Africa firm IMMMA provided support to clients in a number of high-profile cases relating to freedom of choice, rule of law and good governance.

Global pro bono stats

DLA Piper coordinates pro bono projects in North America, EMEA and Asia Pacific, offering pro bono legal services to low-income and disadvantaged individuals, families and nonprofit groups.

HOURS DONATED GLOBALLY

111,650

hours donated in
North America

65,550

hours donated
in Europe,
Middle East and
Africa

24,600

hours donated in
Asia Pacific

201,800

total pro bono hours donated globally by
DLA Piper during 2018

that qualify for pro bono assistance. Our lawyers have the opportunity to be involved with pro bono work from their first day with the firm.

Our pro bono practice focusses on two global themes: the rule of law and access to justice.

We have also established a new partnership with the University of the South Pacific in Suva, to support their inaugural Law Clinic course.

In Europe, we are continuing to support fair and open trials by providing trial observation, preparing accessible letters of rights and providing support amicus briefs on human rights issues.

In Australia we supported a client in a high court case on democratic freedoms and protest rights (*Brown v Government of Tasmania*).

In Asia, we are continuing to work on a law reform project to remove restrictive barriers to NGOs who want to employ a solicitor.

We continue to support NGOs with individual complaints to UN human rights bodies, and are providing short human rights courses to high-school students in the UK.

CAPACITY BUILDING

Many of our projects support upcoming law students to obtain the skills necessary to be the future guardians of the rule of law. We also work to build capacity across the legal profession and beyond, by providing training and resources for judges, government lawyers, and by providing NGOs with the skills they need to understand and interact with the legal system. We are continuing to support the government of Vanuatu through advice to various ministries on a range of business, infrastructure, foreign affairs issues and risk management, and local capacity building.

We have worked with REDRESS, an international human rights NGO, to produce a report on the calculation of compensation for victims of torture. International and regional jurisprudence in respect of compensation for victims of

torture has been inconsistent and organisations such as REDRESS are encouraging regional human rights systems, such as the European Court, to adopt a more coherent approach. A team of over 20 lawyers from across Africa, Europe and Asia drafted a report which examined international and regional jurisprudence in respect of the calculation of compensation for victims of torture. Off the back of this report, we have now been instructed to assist with a number of cases, helping both individuals and groups who have suffered torture to advocate for adequate compensation through both the regional and international human rights system. We are also working with REDRESS to develop a practice note which can be used by human rights lawyers as a guide to calculating compensation for victims of torture. This will be the first guide available on this subject and will be a useful tool for lawyers working with victims of torture.

NEW PERIMETER

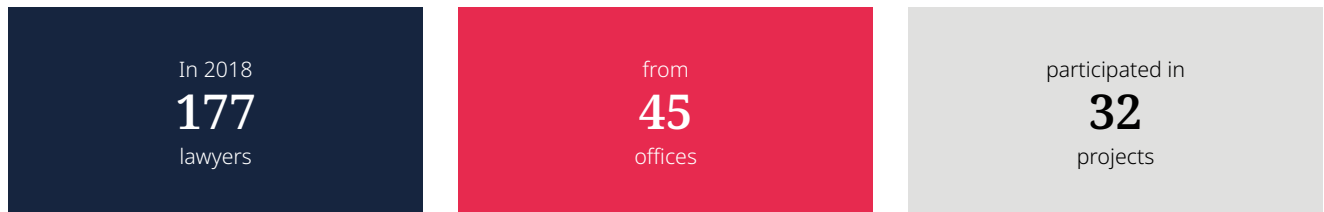
Through New Perimeter, our nonprofit affiliate that provides long-term pro bono legal assistance in under-served regions around the world, we support access to justice, social and economic development, and sound legal institutions.

We team with the National Centre for State Courts to deliver trial advocacy training to police prosecutors in Caribbean nations.

We work with a global NGO to support its work to improve juvenile justice in under-served areas.

We provide mentoring and training on ethics and commercial law topics to women lawyers in Nepal, in collaboration with an NGO and the Nepali Bar Association.

We train government lawyers from East Africa on negotiating complex agreements, in partnership with the East African Development Bank.



ACCESS TO JUSTICE	SOCIAL AND ECONOMIC DEVELOPMENT	SOUND AND LEGAL INSTITUTION	WOMEN'S ADVANCEMENT
<p>Provide:</p> <ul style="list-style-type: none"> Courses on pro bono and public interest law Legal ethics training Assistance to legal service providers 	<p>Support:</p> <ul style="list-style-type: none"> Financial inclusion Intellectual property protection Legislative drafting 	<p>Train:</p> <ul style="list-style-type: none"> Law students Legal professionals Judges and government lawyers 	<p>Assist:</p> <ul style="list-style-type: none"> Female lawyers and entrepreneurs Anti-human-trafficking initiatives Efforts to combat domestic violence 

ACCESS TO JUSTICE

We have a strong commitment to access to justice around the world. While our efforts are tailored to the local environment, we have a particular focus on protecting vulnerable populations, including children and forcibly displaced people.

In the UK, we support over 13 clinics nationally. Most of the unmet legal need in the UK is outside London and yet most pro bono projects and clinics are run by large firms in London. Having seven offices around the UK means that we are in a unique position to address unmet legal need in areas such as Manchester, Edinburgh Leeds and Sheffield, where the legal aid crisis has been felt acutely. Last year, we launched four new legal clinics in our offices outside London. These clinics are in direct response to the cuts to the legal aid and include assistance for welfare benefit appeals and immigration matters. For example, in Leeds we launched a clinic with Manuel Bravo, a refugee charity to assist refugees to apply for indefinite leave to remain. In Sheffield, we are working with disabled children and their families to appeal decisions to remove disability living allowance. In Manchester and Liverpool, we also run a legal support service for young entrepreneurs supported by The Prince's Trust. These young people often come from lower socio-economic backgrounds and are supported by The Prince's Trust to start their own business or social venture. We work with these young people to provide legal support to support the running of their businesses in the North West region of the UK. This is in turn helping young people contribute to their community and access stable employment.

CHILDREN'S RIGHTS

We are working to support children's rights in every corner of the world.

In Africa, we have been providing support to a local Zambian human rights organisation that works to reach children detained in adult facilities in the region and assists imprisoned juveniles obtain legal representation and social support. Due to the lack of dedicated juvenile justice facilities in some Zambian regions, children accused of offences can be held in adult facilities while waiting for their cases to be concluded. Copperbelt Province is one such region. With the cooperation of the Zambian judiciary and its Ministry of Home Affairs, a team of lawyers from across DLA Piper Africa member firms joined with the NGO staff for a week-long visit to prisons and courts in Copperbelt Province. Team members interviewed, counselled and drafted case plans for over 100 children. They then traced critical files and documents to accelerate the disposition of cases, contacted and counselled parents, drafted submissions and advocated for the children in court. The information gathered by the team will allow the NGO to expand its services – previously largely confined to Lusaka Province – to children in the Copperbelt. The data, which included interviews with Judiciary and Corrections officials, has been shared with the government of Zambia to inform its ongoing review of child justice systems.

In 2015 we launched the first children's citizenship clinic in the UK with Coram Children's Legal Centre, in collaboration with another law firm. In 2018, we worked with the Kids in Need of Defence Network (KIND UK) to launch two additional clinics in Birmingham

and Edinburgh, working with the Central England Legal Centre and Just Right Scotland. These clinics help children in the UK to apply for and enjoy British citizenship. The service addresses the huge gap between the tens of thousands of children with a legal entitlement to apply for British citizenship and the number of children who face barriers to applying. Since 2015, we have taken on 101 cases with a 97% success rate. Later this year we will launch our fourth children's citizenship clinic in Manchester in collaboration with the Greater Manchester Immigration Unit.

GLOBAL PARTNERSHIP WITH UNICEF

In 2013, UNICEF UK and DLA Piper launched a ground-breaking partnership to support and develop UNICEF's child justice work around the world. Over six years, DLA Piper has raised more GBP1.8 million through corporate donations and employee fundraising to support UNICEF's child protection work globally to help ensure that children coming into contact with the law are protected from violence, abuse, exploitation and treated fairly. To date, DLA Piper has provided over 25,000 hours of pro bono legal support, worth GBP4.7 million, for UNICEF's work globally. This work includes:

- Supporting the nationwide consultations on child-friendly transitional justice processes with UNICEF in the Gambia, and providing technical support to help integrate child protection as part of the process.
- Preparing National Baseline Assessments for UNICEF Mexico and UNICEF Norway examining the extent to which the children's convention has been implemented in domestic law.

- Contributing to the Children's report that has been submitted to the UN CRC by the Australian Child Rights Taskforce.
- Assisting UNICEF Mongolian to conduct a review of the Mongolian Child Protection Act to ensure it is in line with the CRC and international best practice.
- Drafting a qualitative analysis for 15 countries in Asia Pacific to support UNICEF EAPRO's contribution to the *UN Global Study on Children Deprived of Liberty*. The Study provides recommendations for law, policy and practice to safeguard the rights of children and help to reduce the number of children deprived of liberty. The findings were presented by the independent expert, Professor Manfred Nowak, to the UNGA in September 2019.
- Providing technical advice to the Tajik Union of Lawyers to develop and deliver a training program for lawyers on the safeguarding of children in the court process.
- Undertaking research on the return of migrant children in their country of origin.
- Conducting an analysis of Norway, Sweden and Finland responses to asylum-seeking children.
- Supporting UNICEF Italy in providing pro bono advice to unaccompanied minors in Italy within the framework of the UREPORT-Children On the Move program. This project is reducing the risk and vulnerability of many refugee children, who face homelessness, exploitation and abuse.
- Drafting a Model Law on eradicating child marriage in Francophone Africa countries with UNICEF Western and Central Africa Regional Office.



Courtesy of UNICEF

DISPLACED PEOPLE

Safe and orderly migration continues to be one of the most critical issues facing the world. Some of the work done by our offices around the world is set out below.

Our offices in Ethiopia and Mozambique conducted research on the domestic and international laws affecting economic migrants in their jurisdictions.

In Thailand, we partnered with TrustLaw and the International Rescue Committee to prepare and deliver training for migrant workers on their rights.

In New Zealand, we are assisting refugees to bring family members to New Zealand by preparing family reunification applications on their behalf.

Our Know Your Rights programme, a legal empowerment course for refugees and migrants, has been successfully delivered across a number of cities to date, including Paris, Vienna, Hamburg, Cologne, Brussels, Melbourne, Milan, London, Luxembourg and Rome.

We also undertook comparative research for UNHCR on state practices related to the retention and confiscation of passports of refugees and asylum seekers, and we launched a report in Austria on ending childhood statelessness.

We continue to provide legal support to organisations such as Refugee Action in the UK, and provide training on a range of issues, including witness statement training for caseworkers.

We staff guardianship and family preparedness clinics in the US so that immigrants can create emergency plans for the care of their children.

In the US, we have sent multiple teams of lawyers to volunteer at immigration detention centres located in remote areas where it is difficult to access counsel.

We represent immigrants that have fled their home countries with the hope of seeking asylum in the US.



Courtesy of UNICEF

Equality of opportunities



ACCESS TO A CAREER IN LEGAL SECTOR

As a leading global business law firm we want to ensure that our business reflects the communities in which we operate, representing all sections of society.

In 2018, Sandra Wallace, joint managing director for Europe, was appointed as one of only 12 Social Mobility Commissioners in the UK. The Social Mobility Commission (SMC) monitors progress towards improving social mobility in the UK, and promotes social mobility in England. We are also founding members of PRIME (an alliance of law firms across the UK committed to improving access to the legal profession through work experience), and we have consistently been part of the conversation about improving social mobility in the legal sector. We have a long history of senior people who have, both internally and externally, talked about their journeys and the fact that they come from less socially mobile backgrounds. We improved our ranking from 38 in 2018 to 18 in 2019 in the Social Mobility Employer Index, which is a joint initiative between the Social Mobility Foundation and the Social Mobility Commission, in partnership with the City of London Corporation.

We partner with Rare Recruitment to provide contextual screening for all new trainees in the UK, Australia and, where possible, other jurisdictions. This enables our recruiters to put the achievements of each candidate in the context of their educational and

socioeconomic background. We use this tool to level the playing field through enabling a more socially diverse talent pipeline.

THE DLA PIPER FOUNDATION

In 2018 we launched the DLA Piper Foundation, which funds both our Global Scholarships and our Head Start programmes. Through the Foundation we invest significant resources each year to support students attending school or university from under-represented groups who have the talent and ambition to study law but who would benefit from access to quality mentoring, internships and the opportunity to build peer and professional networks, to achieve their full potential.

Through the DLA Piper Foundation we are committed to encouraging and supporting the next generation of lawyers globally, from a variety of backgrounds and social groups, to understand and pursue the right opportunities for them.

HEAD START

Our Head Start programme supports talented young people who face social, economic and cultural barriers to entering and succeeding in the legal profession. We run Head Start in locations we have DLA Piper offices and where we understand the locally specific barriers to the profession – e.g. social mobility in the UK. Over the next three years we aim to support 120 students, who will be sponsored and mentored by 160 lawyers from up to 8 countries. Head Start is aligned with and complimented by the firm's broader goals to promote diversity and inclusion. Head Start programs run for between one and five years and participants receive mentoring, work experience, educational support, networking and multiple opportunities for professional development, as well as bespoke support based on their needs and goals. We work with a number of established charities, schools and universities to deliver Head Start. While Head Start is not a pipeline programme, all Head Start Scholars are introduced to our Global Graduate Programme.



2019 Head Start Scholars

GLOBAL SCHOLARSHIP PROGRAMME

The aim of our Global Scholarship Programme is to equip law students to become the next generation of lawyers, business and community leaders so that each can play their part in advancing the rule of law and ensuring sustainable development in some of the world's least developed regions. Each of the students on the programme come with incredible personal stories of sacrifice, perseverance and character.

Launched in 2017, this unique two-year programme is for top performing law students in less developed countries. For each

student, known as Fellows, we provide full tuition payment, additional education resources, local and international mentors involving 150 of our lawyers around the world, practical legal education, employability skills leadership training, internships and the opportunity to build peer and professional networks.

Leadership development is an important part of the programme and we have partnered with Said Business School, University of Oxford, to create bespoke leadership training course for the Fellows. This course ensures

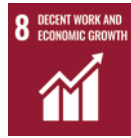
Fellows can see what is possible and it equips them to further fulfil their potential.

We have partnered with universities around the world, the Bingham Centre for the Rule of Law and Said Business School to deliver this programme. The second cohort of Fellows have begun the Programme and we currently have 54 Fellows on the programme from 17 countries including Afghanistan, Bangladesh, Cambodia, El Salvador, Ethiopia, Guatemala, Laos, Myanmar, Uganda, Senegal, Solomon Islands and Zambia.



2019 Global Scholarship Programme Fellows

Reconciliation action plan



In Australia our longstanding commitment to equality is demonstrated through our Reconciliation Action Plan (RAP) – a public document that outlines the practical actions that we as a firm will take in order to advance reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

Our first RAP was launched in 2012, and since then we have:

- Provided more than USD3.5 million worth of pro bono legal services to Aboriginal and Torres Strait Islander clients – undertaking strategic litigation to address systemic issues and inequalities, and providing access to justice for clients who would not otherwise be able to afford legal representation.
- Sponsored and supported 11 Indigenous interns to pursue careers in the legal sector – working to reduce the under-representation of Indigenous Australians in the law, and particularly in commercial law.

- Procured USD100,000+ worth of goods and services from Indigenous suppliers – investing in outstanding businesses that are employing and empowering Indigenous Australians, and helping to support a vibrant and sustainable Indigenous business sector.

A key shift in our latest RAP is that we are seeking to better utilise our greatest strengths – that is, our skills in business law. We see a unique role for our lawyers in building the capacity of Indigenous businesses and communities, thereby enabling the full social, cultural and economic participation of Aboriginal and Torres Strait Islander peoples in the life of our nation.

We also look forward to strengthening our relationships with Indigenous communities and learning more about their rich histories and cultures. We firmly believe that being a truly inclusive and reconciled workplace enriches us all, and can only make DLA Piper a better business – a better place to work, and a better advisor and partner for our clients.

Building on the success of our RAP in Australia, we are now looking to expand on these principles across our global network. We look forward to developing a firmwide plan to strengthen our relationships with Indigenous peoples all over the world.

We commissioned Aboriginal artist Lucy Simpson (pictured in front of her artwork) to create a bespoke textile installation for our Sydney office.



DLA Piper commissioned Aboriginal artist Lucy Simpson (pictured in front of her artwork) to create a bespoke textile installation for our Sydney office

Further information

For additional information about DLA Piper's approach and activities related to the UN Global Compact Principles, please refer to the following:

Responsible Business

<https://www.dlapiper.com/en/uk/aboutus/>

Diversity and Inclusion

<http://www.dlapiperdiversity.com/>

Environmental Sustainability

<https://www.dlapiper.com/en/uk/aboutus/corporateresponsibilityfolder/aboutuscontentpagefolder/sustainability/>

Pro Bono

<https://www.dlapiper.com/en/uk/focus/probono/pro-bono/>

UNICEF Partnership

<https://www.unicef.org.uk/corporate-partners/dla-piper/>

We welcome any queries or comments you may have on this report. Please address them to:



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