



Delivering positive outcomes
with our colleagues, clients
and communities

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A message from our CEO



Sir Nigel Knowles
Group Chief Executive Officer

“Our desire is to create a high performance, flexible and family-friendly work environment.”

Last year we produced the Groups inaugural ESG Impact report reflecting the progress made following the launch of our ESG & Sustainability strategy in December 2021. The report focused on the foundations that formed our strategy including the core pillars within it: Climate Action, Diversity & Inclusion, Empowering our colleagues and communities and Connecting and supporting with our clients. These pillars, identified through our Materiality Assessment are under-pinned by two further factors which are especially important to us as a legal business – “Acting with Integrity” and “Building trust and increasing transparency”.

This year’s report is structured to ensure that we provide clarity on the progress against each of our six pillars above. The first section of the report will focus on our approach to ESG & Sustainability, the middle will showcase our performance against each of our core pillars and reinforces our purpose of delivering positive outcomes with our colleagues clients and communities, the final section then provides qualitative and quantitative data on a range of ESG metrics which are relevant to the DWF Group.

Our report has been prepared in line with the Global Reporting Initiative (GRI) standards, is aligned to the Sustainability Accounting Standards Board (SASB) and is also compliant with the World Economic Forum (WEF) stakeholder capitalism metrics. Our FY2022/23 Taskforce on Climate-related Financial Disclosures (TCFD) report can be found on pages 32 – 39 of our Annual Report & Accounts which provides progression against how we are addressing climate-related risks and opportunities across the business. DWF continue to prioritise five UN SDGs aligned to our ESG & Sustainability strategy, however this year we been more specific about how we contribute to a broader range of the UN SDGs which you will see throughout this report. Our commitment to the UN SDGs remains a fundamental part of how we do business and this year we took additional steps to integrate them further by participating in a 6 month UN SDG Ambition programme focusing on accelerating science-based emissions reduction in line with a 1.5°C pathway and gender balance across all levels of management.

Our position as the only Main Market listed legal business has given DWF a unique perspective on ESG. We aspire to have consistently high ESG performance which is fundamental to our success as a global legal business, specifically in terms of delivering our Group strategy, realising commercial advantage, and in retaining and attracting key talent. This year we have listened and adapted to the needs of our clients and established a consulting-led advisory practice that is dedicated to supporting our clients on ESG and sustainable business risk and opportunities and is further evidence that our business model of blending legal and business services together works.

The Legal Charter 1.5 which we became an inaugural signatory of in April 2023 is a fundamental step forward for DWF and the wider legal sector. By collectively working with our peers to address the climate crisis gives us the opportunity to drive change across the sector and therefore is the right thing to do. Becoming a signatory also allows us to focus on our own priorities for the year ahead including the upskilling of our colleagues on climate change and our revised approach to pro bono work – both of which are key principles of the charter. In support of the charter and our continued focus on ESG & Sustainability we will work with our colleagues, clients and wider stakeholders to educate, engage, support and collaborate where we can.

Our revised Code of Business Conduct now includes principles we expect of our colleagues and their behaviours at work that supports our ESG & Sustainability strategy, for example; travelling with purpose. The code ensures we have a culture that is open, inclusive and fair at all times and it is essential that we continually review it to ensure we are always acting with integrity and in the best interests of our colleagues, clients and communities.

Thank you for taking the time to read our second ESG & Sustainability impact report. We welcome your feedback and encourage you to visit our website and follow our social media accounts for up-to-date information about our sustainability progress and plans over the course of the year ahead.

About DWF

We are a leading global provider of integrated legal and business services.

Who we are

DWF is a leading global provider of integrated legal and business services, operating across eight key sectors in over 30 global locations with over 4,000 colleagues.

Our vision is to deliver sustainable and integrated services on a global scale through our three offerings: Legal Services, Legal Operations and Business Services. Our ability to seamlessly combine any number of these services to deliver bespoke solutions for our clients is our key differentiator. This Integrated Legal Management approach delivers greater operational efficiency, price certainty and transparency for our clients. Without compromising on quality or service.

Our three offerings

Legal Services

Premium legal advice and excellent client service. Our teams bring commercial intelligence and industry sector relevant experience.

Legal Operations

Outsourced and process led legal services which standardise, systematise, scale and optimise legal workflows.

Business Services

Products and business services that enhance our legal offerings.



Sectors

We operate through the same sectors as our clients, so we can identify challenges and find solutions to the legal problems they face. We provide support for smarter decisions, reduce risks, and give greater clarity and flexibility.

Our core sector groups are:

- Built Environment
- Consumer
- Energy & Natural Resources
- Financial Services
- Government & Public Sector
- Insurance
- Technology, Media & Communications
- Transport

Who we work with

Our clients range from FTSE100, Fortune 500, multi-national and household names, from the public and private sector.

Clients are at the heart of what we do. They lead our business expansion and guide our evolving approach to delivering integrated business services.

Where we operate

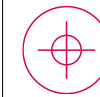
DWF offices: Australia, Canada, France, Germany, India, Ireland, Italy, Poland, Qatar, Spain, UAE, UK, US

Associations: Hong Kong, Kingdom of Saudi Arabia, Portugal, Republic of Singapore, Republic of South Africa, Turkey, US



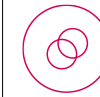
Our values

Our values define who we are and what we stand for. Our global culture depends on all of us living our shared values each and every day, so that our clients, colleagues, shareholders and other stakeholders can remain confident that their trust in us is not misplaced.



Always aim higher

We exceed the expectations of our colleagues and our clients in everything we do.



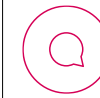
Be better together

We listen, recognise and support each other to protect a diverse and inclusive culture and sustain our business, clients and communities.



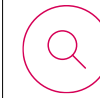
Disrupt to progress

We embrace change and new ways of working to enhance our performance and reputation.



Keep all promises

By keeping the promises we make to our colleagues and our clients, we build trust, loyalty and credibility.



Attend to details

We achieve the best results to complex problems by focusing on simple and effective solutions.

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Net Promoter Score (NPS)

Highlights of 2022/23

Financial highlights

Our FY2022/23 financial performance



Legal Advisory

Premium legal advice and excellent client service. Our teams bring commercial intelligence and relevant industry experience through eight core global sectors.

£316.6m
(Revenue £385.3m)

2022: £292.0m
(Revenue £355.1m)



Connected Services

Our range of complementary products and business services that enhance our insurance and commercial legal offerings.

£40.7m
(Revenue £41.5m)

2022: £33.9m
(Revenue £34.2m)



Mindcrest

Outsourced and process-led alternative legal services, designed to standardise, systematise, scale and optimise legal workflows for areas such as eDiscovery, contract management, compliance, legal technology, consulting and operations, and knowledge management services.

£22.9m
(Revenue £24.8m)

2022: £24.4m
(Revenue £26.8m)

On 1 May 2023, we moved to our new global operating structure of Commercial Services, Insurance Services and Legal Operations.

Strategic highlights

Acquisitions

Acquiring Acumension to support growth in our Costs business and the Whitelaw Twining transaction in Canada.

Lateral hires and promotions

52 new partners globally and promoting 38 colleagues to partnership.

Client growth

Securing more than 40 panel appointments each with annual revenue in excess of £40m, with average contract terms over 3 years.

Communities

DWF Foundation celebrating the milestone achievement of distributing over £1 million in grants to charitable causes.

Ethnic minority representation

13% overall ethnic minority representation across the Group achieved against a target of 2025.

Improved ESG ratings

CDP (C rating) improvement from a D bringing us in line with sector average, EcoVadis improvement of 5 points, retaining Silver (62/100).

Significant reductions in Scopes 1 and 2

20% reduction in Scope 1 CO₂ emissions and 41% reduction in Scope 2 CO₂ emissions compared with FY2021/22.

Legal Charter 1.5

We were also proud to become one of the first signatories to the Legal Charter 1.5 in April 2023 demonstrating high ambition for both the firm and the sector in relation to responsible action on sustainability.



ESG & Sustainability at DWF

Acting with integrity in everything we do

Strategy
Governance
Materiality & Stakeholders
Risk & Ethics
Human Rights & Modern Slavery

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ESG & Sustainability at DWF



Kirsty Rogers,
Group Head of ESG & Sustainability

Our focus over the last 12 months has been on operationalising the ESG & Sustainability strategy and continuing to embed the necessary actions into day to day life and work within the Group and to all connected stakeholders.

We now have a risk taxonomy that incorporates ESG factors, and are focused on education, engagement and communication in delivering progress. We are building reporting dashboards so all our divisions will receive regular updates on their ESG team performance. Education has played a huge part in our journey to date and I am pleased with the outcomes of our ESG masterclasses which were aimed to equip our leadership with the skills needed to have conversations internally and externally on: net zero, the future of ESG and its impact. The sessions were designed and delivered in collaboration with leading professors at Alliance Manchester Business School and were attended by 89% of senior leadership across the Group. This year we have increased our ESG team to include:

- A Partner hire to head our new Sustainable Business & ESG advisory practice.
- A Head of Sustainability to focus on carbon reduction, engagement and education.
- A Social Value apprentice who has successfully completed her apprenticeship working with the DWF Foundation.
- An ESG Analyst to support us in building trust and transparency.

This demonstrates the level of ambition we have and how we are adapting to meet the needs of all our stakeholders.

“We are aware that to implement change we need to bring our colleagues along with us, throughout this report you will find some examples of how we have done exactly that through living and breathing our purpose.”

Engagement continues to remain high with 62% of all colleagues globally setting at least one ESG objective at the start of FY2022/23, this is testament to our workforce who want to play a part in making DWF a world leader in responsible business, our aim in FY2023/24 is this will be 100%.

We recognise our responsibility to play an active role in addressing the rapidly accelerating climate crisis. This year we became an inaugural signatory to the Legal Charter 1.5 to help drive a coherent approach across the legal sector to tackle climate change. The charter which includes a set of eight principles aims to not only support the sector

but also our clients in transitioning to a net-zero economy and further supports the work we already do in supporting and connecting with our clients.

We have made significant progress over the last 12 months. However, my role as Group Head of ESG & Sustainability is to ensure that we do not become complacent and continue to focus on long-term value creation accounting for changing global sustainability challenges and priorities, whilst ensuring that ESG & Sustainability remain a core component of our strategic decision making. Myself, alongside my team, senior leadership and the wider business know there is still plenty of work we need to do and have already set ourselves priorities to focus on over the next couple of years. I am excited to continue leading the Group's response to the ever-changing ESG opportunities and challenges that come our way as we continue to deliver positive outcomes for our stakeholders over the next 12 months and beyond.



ESG & Sustainability at DWF continued

Our approach

We focus our efforts on understanding the impact of our business on all our stakeholders and ensuring that financial prosperity does not come at the expense of people or the planet. Our business activities are aligned to our purpose and values, and we do this whilst upholding the highest standards of governance and ethical behaviour. As part of our ESG & Sustainability strategy we will continue to:

- retain a skilled and diverse workforce today and for the future whilst prioritising colleague health and wellbeing
- deliver service excellence to support our clients with the design, development, and implementation of ESG-related risk resilient strategies
- build and strengthen our communities through fundraising, volunteering, and pro bono work
- help to repair and sustain our planet by becoming a net zero carbon business within a low carbon economy
- work collaboratively within our sector to drive high ambition
- set targets on each of our priority areas for ESG & Sustainability
- operationalise our ESG & Sustainability strategy so our colleague are engaged in delivery

Our ESG & Sustainability imperatives

Engagement

Ensuring we foster a culture where colleagues feel they have a part to play in contributing to our ESG & Sustainability strategy

Education

Providing the necessary tools and resources so that our colleagues are confident in relaying our ESG & Sustainability strategy internally and externally

Communication

Developing an open and transparent environment for cascading important developments about our ESG & Sustainability strategy and the wider ESG & Sustainability market

Our ESG & Sustainability strategy

Our strategy, implemented in December 2021, is designed to focus on the issues that are most important to DWF and our stakeholders. To inform our strategic priorities and ESG & Sustainability key performance indicators (KPIs), we conducted a detailed independent materiality assessment with Business in the Community (BITC) to identify where we have the most potential to create value aligned with our purpose. These are:



Diversity & Inclusion

Accelerating progress to improve representation and diverse talent pipelines.



Climate action

Recognising our role as a responsible business in supporting the global transition to a sustainable low-carbon economy.



Empowering colleagues and our communities

Sustaining a skilled workforce today and for the future, continuing to prioritise colleague health and wellbeing, and taking action to help and collaborate with communities in need.



Supporting and connecting with our clients

Being clear and transparent about how we can help clients to improve their sustainability performance through an ESG-centric approach.

Our performance against our strategy is underpinned by:



Acting with integrity in everything we do

Taking ownership and holding ourselves accountable for the way we do business.



Building trust and increasing transparency

Enhancing the credibility of our own ESG disclosure, consistent with our purpose of delivering positive outcomes with our colleagues, clients and communities.

ESG & Sustainability at DWF continued

Accountability and decision making

The ESG & Sustainability issues most important to all stakeholders of the DWF Group form the foundations of our ESG & Sustainability strategy, which has the engagement of and accountability from our PLC and Executive Boards, along with all levels of leadership across our business. The oversight provided by the Board and its committees, include our ESG Leadership Group, ESG Operations Board and Risk & Sanctions Committee.

Role and responsibilities

Leadership

Group Head of ESG & Sustainability (Executive Board member)

Has oversight of the delivery of our global ESG & Sustainability strategy, ensuring we have the governance and operations in place to deliver on our targets and key metrics. Our Group Head of ESG & Sustainability is also the Chair of our ESG Leadership Group and advises the Executive and PLC Board's on our progress as well as being a member of our Risk and Sanctions Committees. Reporting progress to the Executive Board is quarterly and the PLC Board is half yearly.

PLC Board Sponsor

Has overall responsibility of ensuring we deliver our ESG & Sustainability strategy, providing support and challenge and suggesting any actions, priorities or projects needed to ensure we are evolving our strategy and continually meeting the expectations of both internal and external stakeholders.

Head of Diversity & Inclusion Leadership Group

Embeds an inclusive culture across the business and looks at new initiatives to diversify our workforce. As D&I is a key priority of our ESG & Sustainability strategy, this role supports the ESG Leadership Group to be able to deliver our targets and commitments.

Committees

ESG Leadership Group

Will actively challenge and champion ESG & Sustainability at all levels of the business, help remove barriers to progress, and support the establishment of ESG policies, procedures and metrics. Members of the ESG Leadership Group include the PLC Board Sponsor and as a minimum, appropriate representatives from Group Legal, Finance, HR, Marketing & Communications, and Risk.

ESG Operations Board

Is responsible for the delivery of our work streams under each of our key pillars and the forum is designed to review progress and share ideas on new projects and best practices to then present to the ESG Leadership Group.

Commercial Conflicts Committee

Is to ensure that any unresolved commercial conflict is given unbiased consideration based on evidence, fact or business case. The objective is to ensure that the global positioning of DWF, the contractual expectations of its clients, and the commercial opportunities and best outcomes for the DWF Group are sought and supported.

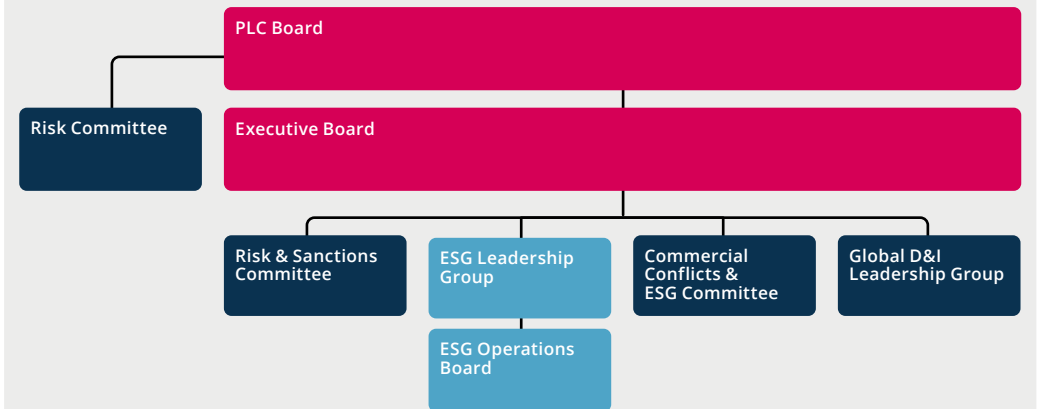
Risk & Sanctions Committee

Is to review our global processes and policies, to act as a sounding board on all client take-on and new business decisions, where necessary and to ensure that all new business decisions are taken in line with our ESG & Sustainability strategy and our commitment to responsible business.

Global D&I Leadership Group

A committee of 110+ members in 11 countries responsible for executing the Global DWF D&I strategy. We also have D&I Executive Board Sponsors for each diversity strand.

ESG governance structure



Frequency of meetings

Committee	Frequency	Meetings in FY22/23
ESG Leadership Group	Monthly	13 (additional included a strategy day)
ESG Operations Board	Monthly	21 (occasionally meetings have been bi-weekly)
Commercial Conflicts and ESG Committee	Bi-annually	2 (plus ad hoc engagements)
Risk & Sanctions Committee	As Required	10 (additional clear cut decisions were not taken to full RSC)
Global D&I Leadership Group	Quarterly	8 (run two meetings per quarter to accommodate time differences)

ESG & Sustainability at DWF continued

Materiality

As part of our approach to ESG & Sustainability, the Group undertook a comprehensive materiality assessment in 2021 to identify the ESG & Sustainability issues that are most important to all our stakeholders which then informed the foundations of our ESG & Sustainability strategy. We have committed to ensuring we continually understand the factors of most importance to our stakeholders by undertaking a second materiality assessment later in 2023 to determine if our strategy is still fit for purpose.

We will determine future sustainability impacts, risks and opportunities for the Group over the short, medium and long term and work towards a double materiality approach and framework to identifying key themes and how we are going to address them.

Stakeholders

The relationships we build and sustain are critical to delivering our ESG & Sustainability strategy and ensuring long-term value. Through dialogue and listening, we can better understand our impacts and evolving stakeholder expectations. In turn, our stakeholders expect us to provide accurate, transparent information about our performance, ESG risks, and the measures we are taking to address them.

Stakeholder group	
	<p>Our colleagues Our colleagues are the heart and soul of our business and the key to its success. We understand that it is vital that we recruit, retain and develop the best people. By doing this, we will be able to implement our strategy and fulfil our purpose.</p>
	<p>Our clients Clients are integral to everything we do, and so it is important we understand how we need to evolve to provide them with the right support.</p>
	<p>Our communities We believe that we can build thriving communities in which we live and work, create a skilled and inclusive workforce today and for the future, and innovate to repair and sustain our planet.</p>
	<p>Our suppliers Effective and trusted relationships are key and we engage to ensure suppliers are providing value for money, performing to our standards and conducting business to our expectations for a mutually beneficial relationship.</p>
	<p>Our Shareholders Our Shareholders play an important role in monitoring and safeguarding the governance of our Group. Some are also colleagues and partners, who have a critical role to play in the continued success of our business.</p>
	<p>Debt providers Access to working capital is the lifeblood of any business, especially in the current environment as companies need to ensure they have sufficient liquidity to navigate the challenges presented by the macroeconomic environment. It is essential we have strong relationships with our banking providers and that they are clear about our strategy.</p>
	<p>Our regulators We engage with our regulators in each jurisdiction in which we operate, including the Solicitors Regulation Authority ('SRA') in England, which is our largest market, to maintain and build the constructive and trusted relationships vital to any regulated entity.</p>
	<p>Policymakers We work with national and local Governments, policymakers, regulators and trade bodies to help shape policy for the benefit of the Company, our colleagues, our clients and our communities.</p>



ESG & Sustainability at DWF continued

Risk taxonomy

We have spent considerable time embedding our ESG & Sustainability strategy within our everyday operations and the culture of DWF. The significant developments over the last 12 months include changes within our controls and the introduction of ESG risks within our risk taxonomy and management systems. Risk registers are held across leadership teams across our Legal Services, Legal Operations, Business Services and Central Services functions. The three risks that sit at Group level and therefore reviewed by the Risk Committee are:

Failure to reduce emissions

Risk rating: Stable

Recruited a Head of Sustainability to oversee our carbon reduction strategy across Scopes 1, 2 and 3 with includes our commitment to carbon offsets, revised policies and more detailed data collection leading to better carbon calculations.

Failure to embed gender and ethnicity diversity

Risk rating: Stable

D&I included within all manager training programmes, quarterly reporting provided to divisional leaders to help measure performance, better data capture, investment in new technology to understand data on a global scale. Ethnic minority targets across the Group are on track.

Failure to have an appropriate governance framework in place to manage and implement our ESG & Sustainability strategy

Risk rating: Stable

Recruited a Head of ESG Operations to oversee day to day performance, governance and reporting, investing in new technology to support accountability and ownership across the Group via performance dashboards, and more transparent reporting.

All other ESG-related risks are stable, low impact and likelihood and are managed by the ESG team which sit within our Risk & Excellence function. These risks include: data management, pro bono, training, education and communications.



Climate-related risks and opportunities

Climate-related risks are identified, assessed and managed as a component part of the Group's overall risk management process. You can read our full Task Force on Climate-related Financial Disclosures (TCFD) report within our 2023 Annual Report & Accounts on pages 32 – 39 which will provide further detail of our approach.

Code of Business Conduct

Our Code of Business Conduct which is applicable to all our colleagues globally describes how we put our values into practice. It helps us to do the right thing, to ask the right questions and make the right decisions every day. This was updated in FY2022/23 to reinforce our ESG & Sustainability strategy and subsequently communicated to all colleagues to demonstrate their understanding of the revised code.

[Read our Business Code of Conduct here](#)

Supplier Code of Conduct

Leading with purpose means living up to our values, ensuring we can demonstrate the extent to which those values inform business decisions in a way that is consistent with the expectations of our stakeholders. This includes the way we source goods and services from our suppliers.

[Read our Supplier Code of Conduct here](#)

ESG client policy

Our ESG client policy is applicable at inception of new clients and ensures that we assess the business we accept considering the material issues within our ESG & Sustainability strategy. The policy sets out the process our colleagues globally must follow to assess the nature of the work and to determine whether it is consistent with our purpose and values. Within FY2022/23 we have made additional efforts to embed this policy within our client/matter opening systems, AML procedures, training and bid process. The policy is continuously reviewed to reflect the changing and emerging economies worldwide and will form part of existing client reviews within FY2023/24. Since the policy became mandatory for the Group we have decline to act for 3 clients.

Furthermore, our Commercial Conflicts and ESG Committee, which is a quorum of four including at least three Executive Board members, one of whom to be any potentially impacted Divisional CEO, is required for decision-making, have considered a range of clients with links to Russia and turned down the opportunity to act for more than 50% of the matters referred to the Committee for consideration which are not aligned to our values and to our stated position on the invasion by Russia of Ukraine.

Invasion on Ukraine

The Group's stance remains the same on Russia's invasion on Ukraine, we will not and do not act for the Russian Government, Russian state-controlled entities or sanctioned entities or individuals.

[Read our full statement here](#)

Reporting standards and frameworks

In addition to our mandatory reporting, requirements we actively engage in best practice and align to a series of global standards and disclosure frameworks, these are the: Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), World Economic Forum Metrics, UN Global Compact Communication on Progress (in line with the Principles) and BITC Responsible Business Tracker.



United Nations
Global Compact



The Prince's
Responsible
Business Network

To further support progress against our ESG & Sustainability strategy and to easily communicate to our stakeholders where they may be areas of success and/or need for improvement we commit to annual assessments with the Carbon Disclosure Project (CDP). Furthermore, we actively participate in the FTSE4Good Index Series and have been a member since 2022.

	FY21/22	FY22/23
	D	C
	56 (Silver)	61 (Silver)



FTSE4Good

ESG & Sustainability at DWF continued

Human rights

DWF supports the principles of human rights set out in the Universal Declaration of Human Rights, the International Labour Organisation (ILO) core labour standards and is a signatory of the United Nations Global Compact. Additionally, we support the UN's wider development agenda including the UN Sustainable Development Goals.

Our Executive Board has oversight of our approach to human rights and our management of human rights risks.

In 2022, we published a Human Rights Statement that builds on our previous commitments and reflects the increasing importance of integrating human rights across our business. We will continue to update this statement accordingly.

[Read our Human Rights Statement here](#)

The Group understands that during FY2023/24 further training for our colleagues globally on Human Rights needs to be introduced. Therefore we are introducing a new approach to our mandatory training programme in FY2023/24 which will consist of four core modules.

Human Rights, Modern Slavery and Diversity & Inclusion will all be incorporated into a new Conduct and Ethics Taxonomy module. Other topics included in this Taxonomy will be GDPR and training on our Business Code of Conduct. This will enable us to capture the level of training across the Group on important issues aligned to our overall business strategy and values.

Modern slavery and human trafficking

In line with our purpose and guided by our values, our approach is to understand how and where modern slavery occurs and to continuously review and improve the policies and processes we have in place to prevent it. This expectation is set out in our global Business Code of Conduct and reinforced in our Supplier Code of Conduct. The global Business Code of Conduct encourages colleagues to report, through our Speak Up policy and online platform, any actions that are unsafe, unethical, unlawful, or not in line with DWF Group policies.

[Read our revised 2023 Modern Slavery Statement here](#)

1,184

colleagues completed Modern Slavery training

Sustainable procurement

Our goal is to build trust and open relationships with our supply chain and work together to develop our approach to responsible sourcing and sustainable procurement. Engagement includes educating our internal stakeholders around these topics and ensuring we select suppliers that are aligned to our values. Engagement with our external suppliers includes asking them to confirm compliance with our Supplier Code of Conduct which contains our expectations on Human Rights, Health and Safety, Responsible Supply Chain Management, Diversity and Inclusion, Business integrity and Climate Action and Environmental Management, as well as responding to our ESG-related questions included within our Group due diligence process.

In FY2024 we will be introducing a new sustainable procurement strategy to enable us to work closer with, understand and collate more data on our supply chain. This strategy will incorporate elements to further progress our ESG & Sustainability strategy and will include:

- Understanding the carbon emissions relating to purchased goods and services
- Diversity of our supply chain and linking this to our own D&I strategy
- Working more with businesses who work in their local communities
- ESG-related training to those included in our supply chain



Living and breathing our purpose

Our ESG & Sustainability strategy in action

Climate action
Diversity & Inclusion
Empowering colleagues and our communities
Supporting and connecting with our clients
Our performance

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Climate action



We have committed to Science-based targets which have been externally verified by the Science Based Targets initiative (SBTi). These targets focus on reducing our emissions across Scope 1, 2 and 3 by 50% by 2030. Our near-term targets form a crucial foundation for our net-zero ambitions.

Our journey to 2030

To continue our progress to achieving net-zero, we have adopted the following carbon reduction targets as validated by the SBTi which will support us in achieving our near-term target of 50% reduction by 2030:

Target Timeframe	2019	2022	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Scope 1 CO ₂	352.961	336.937	320.893	304.849	288.805	272.761	156.717	240.673	224.629	208.585	192.541	176.497
Year on Year Decrease %		4.55%	4.76%	5.00%	5.26%	5.58%	5.88%	6.25%	6.67%	7.14%	7.69%	8.33%
Scope 2 CO ₂	733.864	700.514	667.164	633.814	600.464	567.114	533.764	500.414	467.064	433.714	400.364	367.014
Year on Year Decrease %		4.54%	4.76%	5.00%	5.26%	5.55%	5.88%	6.25%	6.66%	7.14%	7.69%	8.33%
Scope 3 CO ₂	17,586.99	16,787.59	15,988.19	15,188.79	14,389.39	13,589.99	12,790.59	11,991.19	11,191.79	10,392.39	9,592.99	8,793.59
Year on Year Decrease %		4.55%	4.76%	5.00%	5.28%	5.56%	5.88%	6.25%	6.67%	7.14%	7.69%	8.33%
TOTAL	18,673.84	17,825.15	16,976.39	16,127.60	15,278.82	14,430.03	13,581.25	12,732.46	11,883.68	11,034.90	10,186.13	9,337.35

Please note the above figures are calendar year not financial year.

Our climate action strategy

Reducing our carbon footprint

Priorities:

- Travel
- Procurement
- Property & facilities

Data integrity

- Accuracy & completeness of data
- Systems to support analytic capacity

Compliance & external reporting

- TCFD disclosures
- Monitoring Science Based Targets

Compensating for our impact

- Commitment to carbon offsets
- Dedicated focus on environmental volunteering & grants

Client commitments

- Meeting client demands for action
- Collaborating to support their approach

Legal Charter 1.5

In April 2023, DWF became an inaugural signatory of the Legal Charter 1.5.

Legal Charter 1.5 is a high ambition initiative that has been developed collaboratively, by a group of large commercial/corporate law firms, to shift thinking, and drive transformational change to mitigate the climate crisis. The Charter consists of a set of eight common principles, which signatories commit to support, to work to reduce GHG emissions at the speed and scale necessary to restrict global temperature increases to no more than 1.5°C.

By signing the Charter, participating firms are also part of a growing, collaborative movement that can share resources and knowledge, and undertake supported projects which underpin the Charter principles.

Each of the principles of the Charter, is underpinned by corresponding projects including focused pro-bono through the 'One Million Hours' pledge and the development of a quantitative methodology for advised emissions.

LEGAL CHARTER 1.5

Climate action continued



Anna Blythe
Chair of Environmental CSR Group

Engaging our colleagues

In 2021 the DWF Environmental CSR Group was established by colleagues to proactively promote environmental issues, and to make a difference by raising awareness and engagement within DWF and our communities. A key function of the group is to encourage and facilitate environmentally focused volunteering opportunities. During the year, members have organised and participated in canal clean ups across the UK, volunteered in community gardens and engaged with local natural flood management charities which use leaky dams to assist with increased flood risk.

The group also focuses on helping to educate colleagues on environmental issues, and has written a number of environmentally focused blogs on key issues such as: biodiversity and the importance of pollinators; sustainable lifestyle tips to lessen environmental impact through everyday actions; and it is currently running a monthly series on sustainable recipes.

In January 2023 the Group organised a Q&A Webinar on Science Based Targets to engage colleagues on the collective action that needs to be taken for DWF to deliver on its carbon reduction commitments, and has a further programme of webinars planned. The third key function of the group is to deliver information regarding key DWF environmental initiatives such as Carbon Literacy training, or colleague surveys, to encourage engagement across a variety of teams.

“The group meets on a monthly basis to organise and share ideas and includes a wide range members from a number of different offices and functions, all connected by a passion for the environment.”

Educating our colleagues

A key focus of our ESG strategy is to empower our colleagues to be part of our collective effort to deliver positive outcomes for all our stakeholders. Education sits at the heart of this ambition, and we are committed to upskilling our colleagues to ensure they are well equipped to participate in a wide range of initiatives that deliver our ESG targets.

Carbon literacy training

Since we introduced the Carbon Literacy Project into our business, over 75 colleagues are now certified as carbon literate. In FY2022/23, we trained a further 51 colleagues resulting in a further 102 personal actions and pledges made by our colleagues.

One of our senior managers shared their reflections on the value of the training.

“My primary motivation for attending Carbon Literacy training was to gain a comprehensive understanding of the impact of carbon emissions on the environment and society. In a leadership role, I aimed to understand how at both an individual and organisational level I will be able to make a difference in reducing the carbon footprint of the Group. The training helped me gain a deep understanding of climate change, its causes, and its consequences for the planet and future generations.

This awareness empowered me to become a catalyst for change within my team, and to identify key actions that can be taken to reduce our impact.

Senior leadership training

In FY2022/23 training provided to our global senior leadership team included an independent training programme delivered by academics from the Alliance Manchester Business School, attended by 80% of all senior leaders. Across the wider workforce, we have also continued to invest in Carbon Literacy training, to help our colleagues to identify the ways in which they can contribute to our carbon reduction ambitions.



The University of Manchester

On a personal level, I also learned about many sustainable practices that can be implemented in various aspects of life, such as energy conservation, waste management, transportation choices, and consumption patterns. The training effectively emphasized the interconnectedness of environmental, social, and economic systems, which demonstrated the need for holistic approaches to sustainability.

I am looking forward to serving as an ambassador for sustainability, promoting behaviour change, and inspiring others to take action by encouraging collaboration among teammates to foster a network of like-minded individuals passionate about sustainability.”

Rakesh Nadar
Senior Manager



Climate action continued

Board training

The Executive Board and PLC Board continue to receive training on environmental issues including climate change, and this year there was a particular focus on carbon credits and offsetting models. This education and insight helps to inform the Group's strategy in effectively responding to climate-related risks.

Environmental training

The Group understands that during FY2023/24 further training for our colleagues globally on the impact we all have on the environment is needed. Therefore we will be introducing a Carbon Literacy Fundamentals programme which will be rolled out to all colleagues, to ensure that there is a consistent level of understanding and engagement with the climate agenda across our business.

Environmental management

Our Environmental Management System is based on the International Standard EN ISO 14001:2015 requirement. This standard ensures that we manage our environmental impact efficiently and thoroughly comply with relevant environmental legislation and regulations. Additionally, we are required to follow the Streamlined Energy and Carbon Reporting (SECR) framework.

Energy efficiency

One of the most significant environmental impacts of our business is reliance on energy to run the buildings. We have committed to work with Building Management to encourage the procurement of renewable green energy across those sites that do not currently have this. We are also implementing new processes in relation to property expansion, whether that be an office move or as a result of M&A activity, to ensure that any decisions taken are aligned to our plans to deliver our Scope 1 & 2 Targets. Future office space will take into consideration the EPC Rating as well as BREEAM properties.

At present, there is a small amount of gas (Scope 1) used across 44% of our estate. The target is to reduce this usage, if not to eliminate where possible, by at least 50% by 2030. In terms of electricity (Scope 2), 61% of our estate is currently utilising renewable energy. Our aim is to reduce this consumption by 50% by 2030.

Our energy reduction plan will also ensure that we continually assess how we can reduce energy consumption through heating and cooling set points, LED/PIR lighting and automatic computer power downs.

100%
renewable electricity in Pune and Edinburgh offices

90%
on average waste was recycled

394
pieces of IT equipment either recycled or reused by charitable organisations

100%
of operational sites have undertaken an environmental risk assessment

Zero
instances of non-compliance with environmental laws



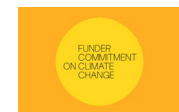
Biodiversity

We recognise that climate change has a significant impact on biodiversity, and that in line with our carbon reduction efforts we have a responsibility to address the biodiversity loss crisis. Our initial work in this area has identified that as a service provider the direct impact of our operations on biodiversity loss is minimal, however we are committed to identifying actions we can take to be part of the collection solution and have a positive impact on nature.

We have conducted an initial review on our direct impact and have concluded this is minimal to DWF. We are however fully committed to understanding the impacts of our wider value chain and how we build biodiversity restoration into our climate action strategy.

As a key element of our work to deliver positive outcomes in our communities, our colleagues already dedicate a significant portion of their volunteering time to projects that support biodiversity such as canal clearing, tree planting, and landscape restoration.

Taking action: our environmental affiliations



Diversity & Inclusion



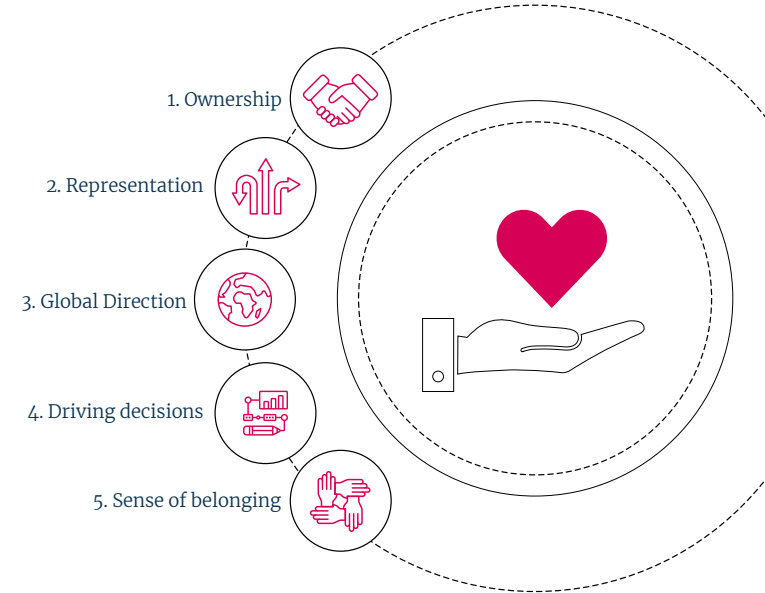
Seema Bains,
Partner Director
& Head of D&I Leadership Group

Diversity is at the heart of maintaining a sustainable business. We aim to create an inclusive environment where our colleagues can be authentic and diversity of thought can truly flourish. Our colleagues help to shape our culture by sharing their experiences and perspectives. By challenging our thinking, colleagues help us 'Be Better Together' and 'Disrupt to Progress', both of which are DWF core values. This year we have appointed executive sponsors across our 10 D&I priority actions and continued to grow our Global Diversity and Inclusion Leadership Group which now has more than 100 members across 11 countries.

“My role as Head of our Diversity & Inclusion Leadership Group and Partner Director gives me the opportunity to progress our D&I strategy at Board level and work with senior leaders to encourage every business decision our colleagues make to be taken through a D&I lens, creating accountability for D&I at every level of the organisation.”

Our 2025 strategy

It is our vision to create a working environment and culture where colleagues of all backgrounds can contribute at their highest level and where their differences have a positive impact for our colleagues, clients, communities, and Shareholders. Our Diversity & Inclusion strategy focuses on the following five priorities across our areas of focus on Gender, Race & Ethnicity, LGBTQ+, Disability and Mental Health.



D&I Leadership



Plc Board

- Overseas Global D&I strategy
- Approved, endorsed and monitor D&I targets
- Twice yearly updates from Global D&I Leadership Group
- Two way mentoring focused on race & ethnicity
- Visible advocates & champions in our Global D&I campaigns



Executive Board

- Responsible for ensuring D&I lens is applied to business decisions to progress D&I targets and strategy
- Quarterly updates from Global D&I Leadership Group
- Executive sponsorship across all D&I strands and priorities
- Reverse mentoring programme focused on under represented groups



Global D&I Leadership Group

- Define and execute Global D&I strategy
- Challenge the business and help remove barriers to progress against the Global D&I strategy
- Develop and establish D&I policies, procedures and metrics
- Thought leadership on D&I
- Collaboration with clients



Affinity Networks

- Input into Global D&I strategy, policies & actions
- Lead our global D&I campaigns
- Drive inclusive culture and building a diverse workforce via our networks for Gender, LGBTQ+, Race & Ethnicity, Disability, and Mental Health & Wellbeing
- The themes of Age, Agile working and Social Mobility are woven throughout these networks



D&I Champions

- Passionate network of champions that lead D&I in our Divisions
- Develop and input into D&I action plans across our practice areas and locations
- Promote D&I education, openly share learnings/experiences and demonstrate allyship

Diversity & Inclusion continued



D&I client collaboration

Link, DWF's early careers network co-hosted an event with Aspire, NatWest's internal professional development network.

Link is both an internal and external global professional network aimed at linking together those in the earlier stages of their careers. The network is driven by a collective group of passionate professionals from within DWF that aim to offer members an opportunity to expand their professional networks through learning & development, educational events, regular communications and socials.

NatWest's Aspire Network supports NatWest colleagues with their personal and professional development through a range of events and activities. The network supports NatWest Group's commitment to being a learning organisation and one that is passionate about growth; whether it is through learning new skills, enhancing an internal network or mapping out a career path.

Hosted at DWF's London office, the two networks came together for an evening of networking, pizza and refreshments. During the evening attendees heard from DWF's Diversity & Inclusion Manager, Tamsin McCarthy, who supported and encouraged conversations around D&I. Attendees even played "Diversity Bingo" which opened up conversations about individual's own experiences of diversity and how they can influence and impact inclusion within their own lives.

By utilising both DWF's and NatWest's early career and Aspire networks we were able to collectively learn more about one another, build connections in a relaxed and informal environment and discuss key D&I themes and topics.

Diversity & Inclusion lies at the heart of both Link and Aspire and continues to be a hugely important factor in enabling both DWF and NatWest to create sustainable business networks that support and nurture long lasting relationships. This event helped to reflect the purposes of our groups to link together colleagues and to encourage the building of professional relationships and networks, which span careers. This means sustaining platforms where everyone is included, valued and equipped with skills for today and the future.



New menopause support policy

The policy, implemented in November 2022, underpins actions the Group has already taken to address menopause and support those in the workplace, including the creation of a Menopause Hub on the DWF intranet as a central point for support resources, hosting regular webinars and coffee & chat sessions and the introduction of a menopause plan as part of the employee benefits programme.

Features of the policy include information on:

- What menopause is
- How menopause can impact individuals in the workplace.
- Details of support available including the Employee Assistance Programme, Menopause group, and information on workplace adjustments.

The policy was created in collaboration with ten volunteers from the DWF Menopause Group, external D&I partners, and members of DWF's LGBTQ+ Employee network to ensure that it is effective in supporting those experiencing menopause symptoms, that it incorporates best practice and that it is inclusive of all gender identities. To accompany this, DWF has also created a managers guide providing advice on how to start discussions about menopause in the workplace and support colleagues.

Introduction of new D&I characteristics data

In FY2022/23 the Group introduced new D&I characteristics for care giving and social mobility in the UK. This is the first time this information has been collated and we intend to report on this in FY2023/24 and beyond.

Advanced pay gap reporting

Whilst the gender pay data currently relates to the UK only, our Diversity & Inclusion strategy is global. In light of this commitment, this year we have also reported our ethnicity, disability and LGBTQ+ pay gaps in the UK. Additionally we now also produce global Gender pay reporting.

[Read our 2022 Pay Gap Report here](#)

Updates to our race and ethnicity terminology

It is really important that we keep having open conversations on race and ethnicity but it can be tricky to know what phrases we should and should not use. In FY2022/23 members of the DWF Race and Ethnicity Network collaborated with the Communication and Brand teams in a review of the language used when referring to ethnicity. As a result of the review recommendations, the use of the term B.A.M.E (Black, Asian and Minority Ethnic) has been discontinued in favour of the terms 'ethnic minority', 'ethnic minorities', 'colleagues from ethnic minority backgrounds' or 'ethnic diversity' as applicable. We appreciate that language evolves over time and have committed to reviewing this on a regular basis with members of our Race & Ethnicity Network and welcome ad hoc feedback from all colleagues.



**INNOVATIVE
LAWYERS**

**Award winning D&I forecasting,
analytics and modelling**

Diversity & Inclusion continued



Louise Rogerson,
Chief People Officer

13%
overall ethnic minority representation
achieved against a target of 2025

Family support
new affinity networks on topics such
as baby loss, adoption and fertility

100%
of all our manager training programmes
now contain D&I content

110+ members
in our global D&I Leadership Group
across 11 countries

Attracting, retaining, developing and progressing talent

“In line with our D&I priorities, in FY2023/24 we will be focusing on attracting, developing, retaining and progressing talent. At DWF we understand that creating an environment in which someone can thrive and achieve their goals, regardless of their background or characterises, benefits both the individual and organisation.”



Diversity & Inclusion continued



Zelinda Bennett
Chief Marketing Officer
DWF Foundation Trustee

Mentoring at DWF

Mentoring has always been a priority for DWF and will continue to do so in FY2023/24 as we look to expand it to cover additional characteristics and undertake mentoring opportunities with clients such as peer mentoring focused on female talent at lower career grades.

Here, our Chief Marketing Officer, Zelinda Bennett discusses our work in FY2022/23 and why it is so important to our business:

Q Why is mentoring important to DWF?

A. "Mentoring firmly links with the DWF core values to 'Aim Higher' and 'Be Better Together'. We want our colleagues to 'connect across our business' and to 'encourage, enable and empower others'. Mentoring delivers on these principles and helps to develop both parties. We're passionate about giving back and creating platforms for others to shine.

Mentoring not only provides an opportunity for people to benefit from the experience of others but also provides exposure to new ideas. This helps maintain diversity of thought within our organisation and develops a culture of collaboration and authenticity.

We also appreciate the important role mentoring can play in developing diversity and inclusion within the organisation. It provides colleagues from underrepresented groups opportunities to develop their connections and for leaders throughout our business to build their awareness."

Q What new mentoring initiatives have we implemented in FY2022/23?

A. "A key success from FY2022/23 is the roll out of various peer mentoring schemes in which DWF colleagues have been paired with individuals at a similar career level within an external organisations.

The aim of these programmes is to create mutually beneficial professional friendships. By sharing different perspectives and giving encouragement, participants help to motivate and empower one another to identify barriers and formulate solutions required to achieve their goals.

We have collaborated with a number of clients to run schemes of this nature, helping us to develop colleagues within both organisations and enhancing our client relationships."

Q What are our plans for mentoring in the year ahead?

A. "Mentoring has been identified as a key focus for FY2023/24 and has been included as one of our 10 D&I Priorities. I have recently been appointed the Executive sponsor for mentoring to promote and accelerate our progress in this area. We are proud of our colleagues and their career journeys and want to provide more opportunities for their stories to be shared and inspire others.

We have created a Mentoring Hub on our intranet to provide a one stop shop for everything mentor related. It provides details on the opportunities available with the option for self-nomination. It also encourage colleagues to consider their mentoring needs and provides the tools required to set up your own mentoring relationships.

In addition to our peer mentor programmes we are continuing to run our PLC Board Two-Way mentoring focused on ethnicity. We also offer Executive Board Reverse Mentoring which for FY2023/24 is being extended to cover colleagues from underrepresented groups across various characteristics. There are also local schemes available within our divisions, tailored to the specific nature of the roles being undertaken by our colleagues."

Diversity & Inclusion continued



Reshma Punjabi
Programme Manager
Legal Operations

Celebrating D&I in India

Diversity & Inclusion has evolved from a global catchphrase to businesses understanding that it is the right thing to do. Equitable employers surpass their competitors and create better brand loyalty through higher employee and client advocacy.

Businesses today need to tap into the potential influence of leaders being allies and how we can come together as a collective to break stigmas. An inclusive workforce is a good solid reminder that people are at the heart of every business.

Inclusion is a human right that most get denied due to lack of awareness or biases. As a child of immigrant refugee parents, I am driven to use my privilege to create awareness for the excluded.

I am so grateful that my role at DWF gives me this opportunity.

In the past months, I organised events at the India office, where a group of passionate employees who are our D&I champions, came together to speak on:

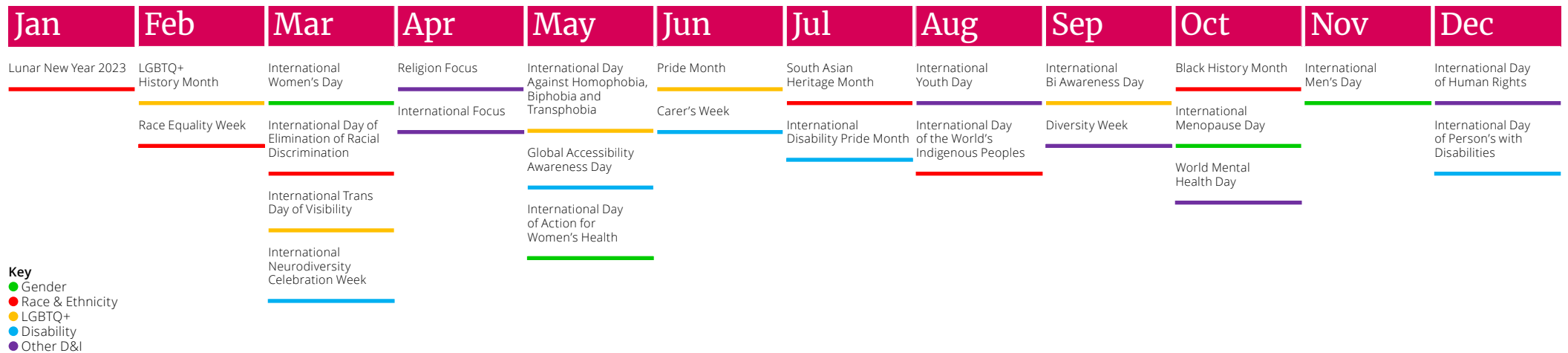
March 2023 – International Women’s Day

- Stereotypes of Women at Work and Breaking the Barriers
- Influence of Leadership on ‘Women who want a seat at the table.’
- Women in India need Men as Allies
- Crimes against Women in India
- Break the Bias around periods, menopause & endometriosis.

May 2023 – Mental Health Awareness Month

- Misuse of psychiatric terms in daily language
- Mental health of children & teens
- Mental health of the LGBTQ+ Community

We received an overwhelming response of support from colleagues for creating awareness of biases and holding a safe space to introspect our privilege.



Empowering colleagues and our communities



DWF Foundation – our milestone achievement



believe.
inspire.
change.

DWF Foundation Charity No – 1191347

We are delighted to announce that DWF Foundation has donated over £1 million to charities around the world, through the combined philanthropic efforts of both DWF and the DWF Foundation, creating many opportunities for people to believe, inspire and change. The foundation has also given grants to 85 foodbanks around the world totalling £42,500 which has directly helped people in need.

The DWF Foundation (also referred to as the Foundation) is an independent charity, founded by DWF in 2015 with the sole aim of providing funds, resources and help to communities to achieve their full potential. The foundation focuses its giving in 5 areas:

- Education
- Employability
- Homelessness and poverty
- Health and well being
- Environment

Since December 2015, the Foundation has been the focus of charitable giving for DWF and reflects DWF values and culture of contribution. The funds donated by DWF Foundation are made possible by DWF's fundraising activities and donations, as well as a generous gift of shares in 2019 as a result of the DWF IPO.

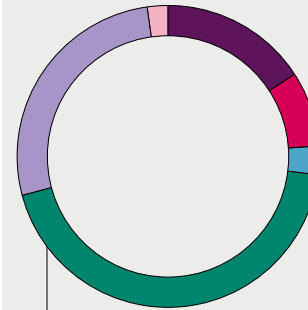


Jim Davies OBE
Founding Partner DWF
and Trustee DWF Foundation

“As a founding partner of DWF, am so proud of what has been achieved for the charities we have been able to support. Thank you to everyone at DWF for their support and I look forward to continuing to help our global communities together. Onwards and upwards!”

DWF Foundation

Percentage of grants by theme for FY22/23:



Education	16%
Employability	8%
Environment & Sustainability	3%
Health & Wellbeing	44%
Homelessness / Poverty	27%
Ukraine & Emergency	2%

Supporting Ukraine – RE:ACT

In March 2022 DWF ran a fundraising campaign with DWF Foundation to support the relief efforts in Ukraine. £50,000 was raised in the month of March and was match funded by DWF. 10 charities were supported as a result.

RE:ACT, an emergency and crisis response charity, operating in the UK and overseas received one of the grants. They repurpose the hard-earned skills and experience of military veterans and turn them into exceptionally agile and resilient humanitarians, capable of rapidly deploying when people need immediate and urgent relief.

Between March 2022 and September 2022, RE:ACT supported the charity Connect Aid in the UK to collect and dispatch donations destined for Ukraine. Overseas, they also provided volunteers to sort and pack aid at the Help Ukraine warehouse in Lublin, Poland, ready for transport over the border into Ukraine. Donations included food, water, clothing and hygiene supplies and first aid supplies.

Over 250,000 people benefited from this essential aid. We now continue to develop our relationship with RE:ACT and work with them in response to other humanitarian emergencies.



1,627 hours
pro bono recorded

£151,031.99
through the DWF foundation
supporting 99 charities

8,674 hours
volunteering recorded

Empowering colleagues and our communities continued



Our new Edinburgh office

It's was an exciting time for our Edinburgh colleagues, as we opened up our brand new office in FY2022/23 – part of our Future Workplace project.

The aims of the project are to explore all available opportunities, at each of our offices (when we reach lease expiry dates or break clauses). This means that some of our offices may be relocated, refitted or refreshed.

Why improve our offices?

The way that we use our offices has changed significantly, so the approach of the project team is to:



- Reduce and improve the amount of overall office space
- Meet our ESG & Sustainability commitments with the decisions we make on materials and our carbon footprint
- Improve colleague wellbeing with clever and functional work areas
- Review the services we offer at our offices
- Better family friendly facilities

In the UK, all offices should see some changes and improvements across the next 12-24 months.



Encouraging our colleagues to volunteer

THE BIG HELP OUT is an initiative to inspire a new generation of volunteers because the need in communities is greater than ever.

DWF has always been commitment to encouraging its colleagues to volunteer and to support this gives 15 hours per year (FTE) to everyone to participate in a volunteering activity.

During month of May we encouraged teams and individuals across the business to use their volunteer time and go out into their communities and get involved.

As a business we wanted to use The Big Help Out as the opportunity to leave a lasting legacy in which we encourage our colleagues to volunteer in their communities.

Our message was to:

- Take 'purpose' off the strategy and onto the street, so as to create stories to share showing that DWF are making a difference in the communities in which we live and work
- Develop staff skills (teamwork, leadership) and support mental health and wellbeing
- But also because it will be incredibly rewarding, possibly moving, and most likely fun

DWF Poland debuts in the prestigious report 'Responsible Business in Poland 2022: Good practices'



Michał Pawłowski
Managing Partner, Poland

We are proud to announce that DWF Poland were recognised in the prestigious "Responsible Business in Poland 2022: Good Practices" report, joining a group of leaders of responsible business in Poland.

The Report is the main national overview of the activities of companies that have reported their CSR activities, and summarises the most important responsible business issues of the year in Poland. The Responsible Business Forum, is the largest and longest-established Polish organisation dealing with ESG & Sustainability in a comprehensive manner.

We submitted seven selected responsible practices that we follow at DWF, and all of them qualified for the Report.



Empowering colleagues and our communities continued

Performance and career development

100%

of our colleagues globally regardless of gender and employee status receive an annual performance review.

There are two routes to promotion at DWF:

1. The annual process, which is driven by an individual business case
2. Vacancy driven, dependent on business need and managed through our internal resourcing route



Rubies – valuing our colleagues

Now in its fourth year, the Rubie Awards is our annual global awards campaign

designed to recognise and celebrate significant contributions to the business during the last 12 months. It's an inclusive and global initiative that brings us together as one team, and also serves as a great reminder of our common purpose and the values we work towards.

In FY2022/23 we introduced:

- ESG & Sustainability contributions mandatory for each nomination received
- Colleagues choosing the winner of our 'Community Impact Award'

This year we received 550 nominations globally, with 33 people being shortlisted and 10 winners.

Promotions at DWF

In early 2023 we completed the latest round of promotions to reward those that have continued to live our purpose and values and show exceptional contribution to DWF.

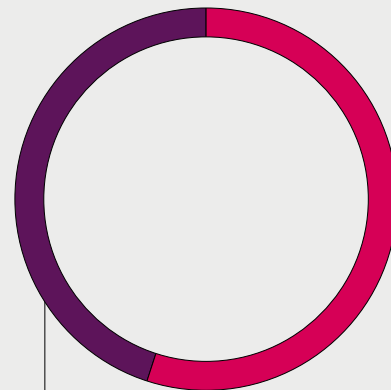
We are committed to continually developing and helping everyone at DWF to progress in their careers and this year we have promoted colleagues in each division, including:

323 people across all bands in our business
38 promotions to partner.

This reflects the confidence we have in our colleagues, and our potential to keep growing as a business.

323

colleagues promoted



Female 55%
Male 45%

Pulse survey – engaging with our colleagues

Earlier in 2023 we revisited our approach to employee engagement and feedback.

We understand how important it is to give our colleagues the opportunity to have their say, so this year we improved the process to have more emphasis on qualitative feedback to gain a stronger understanding of the themes shaping our colleagues' views and opinions.

As part of this process we still included the three quantitative questions that give us our overall engagement score. In FY2022/23 this score was 100%.

76%

engagement score

These comments to shape our approach to engagement going forward, and inform our strategy and action plans.

69%

of colleagues who participated in the survey recommended DWF as a great place to work

69%

of colleagues who participated in the survey rarely think about looking for a job elsewhere

81%

of colleagues who participated in the survey are enthusiastic about their job

54%

of colleagues completed the survey (excluding colleagues in Spain)

19%

of colleagues have worked for DWF for 10 years or more

27,015,168

shares granted

Empowering colleagues and our communities continued

Early Careers: 'Building the Future'

The theme during this year's National Apprenticeship week was 'Build the Future: Train, Retain and Achieve'. It aimed to encourage everyone to celebrate the diversity of opportunity and value that apprenticeships bring, and how they can help individuals and employers build their future. As part of this campaign, we shined a spotlight on a number of our apprentices who shared their outlook on the apprenticeship scheme.

Why apprenticeships are important to DWF:

- Improves our diversity – access a broader pool of local talent, improve social mobility and diversity within workforce. To support this, we have partnered with Uptree, a school outreach programme that has enabled us to help promote law and our opportunities to schools, targeting largely ethnic minority candidates from socially disadvantaged backgrounds.
- Attracts new talent — particularly high calibre school-leavers who want to 'earn while they learn'. We have increased our presence on both notgoingtouni.com and UCAS to actively promote our increased number of opportunities in 2023, with roles being available in Manchester, London and Birmingham with the aim of opening up long term opportunities for school leavers.

Additionally we have strengthened our talent pipeline and our employer brand by supporting further education in our existing and future workforce. Our strategy provides a debt free option for people to learn and earn through meaningful work and a genuine career path.



Apprenticeships give both our new starters and existing employees the opportunity to achieve degree/ equivalent level or a professional accreditation that complements their day job. Since 2016 we have retained over 80% of our apprentices and in FY2022/23 a further 11 joined the programme.

Earlier this year, the Early Careers team launched an Ethnic Minority Access Programme designed to provide candidates with skills sessions, mentoring and work experience to give them the skills necessary to become trainee solicitors. The new programme has been developed in-house to provide individuals from an ethnic minority background with mentoring and skills sessions ahead of a paid work experience scheme and ultimately, to increase ethnic minority representation in the legal sector. Over the course of the five month scheme, candidates have had periodic learning and development sessions covering a range of topics, while also being paired with a mentor to help them during their time at DWF. We are delighted that all candidates from the programme have been offered a training contract with the business.

Our Apprentice Story

After completing my A Levels, I joined DWF in September 2016, as part of the firm's first cohort of Paralegal Apprentices. I was predominately based in Mindcrest, where I typically undertook work for the dispute resolution, employment and banking teams. I was fortunate to get the brilliant opportunity to be seconded to a client for 6 months, where I gained so much experience working in-house, drafting fundraising agreements, competition terms and conditions and logo licences.

I subsequently qualified as a Paralegal and then progressed onto DWF's Solicitor Apprenticeship in September 2018 (a 5 year programme consisting of completing a law degree through a training provider and spending 4 days a week gaining practical experience in the workplace). I am very grateful to have undertaken seats in several departments in the firm, namely catastrophic personal injury, finance litigation, dispute resolution and commercial. I have also spent another 6 months on a second client secondment where I gained further invaluable experience working on commercial and data protection matters.

I am currently in my final seat of the Solicitor Apprenticeship – Data Protection & Cyber Security – where I am delighted to have secured an NQ role, commencing once I have completed the Solicitors Qualifying Examination (SQE). The support and training that I have received from DWF and colleagues over the years has been an instrumental part of my development as a legal professional, and I am very much excited to qualify as a solicitor at the firm in the not too distant future.



Kelly Marum
Solicitor Apprentice

As I will be one of first Solicitor Apprentices at DWF to go through the SQE, I intend on initiating a regular 'Q&A' session to share my experience of the exam and answer any questions there may be. Considering it is still a relatively new introduction to the qualification process, I hope this becomes helpful for those who will be taking the exam on future sittings.

Empowering colleagues and our communities continued



Speakers for Schools

Over the past 12 months DWF has been developing its partnership with Speakers for Schools, an organisation whose aim is to end educational inequality by giving all young people access to aspirational activities to spark their ambitions and the belief in what is possible for the future. Through this partnership over the past year we have worked with over 1270 young people through both in person and online activities. The feedback has been positive and we look forward to continuing this partnership in the coming years.

Teacher comments:

“Opportunity to hear real life experiences from the panel about their routes into law and the career path.”

Speakers for Schools comments:

“We are immensely proud of the partnership with DWF Law. Together we have created a pathway of possibilities for disadvantaged young people, opening doors to in-person and virtual work experience opportunities they might never have accessed otherwise. By igniting their aspirations and nurturing their potential, we are empowering them to visualise a future in law and equipping them with the knowledge to make it a reality. Our collaboration has not only made a lasting impact on their lives but has also paved the way for a more inclusive and diverse legal profession.”

Student comments:

“It was a very interesting and eye opening and I have learned a lot from this experience. Especially only within a few hours so I’ve really appreciated it and in particular the in depth responses to the questions asked.”

Student feedback:

76.9%	23.1
Excellent	Good



Career Development Lab

Launched for the first time in 2022 Link (our early careers network) in collaboration with Zing365, designed a training programme for colleagues and clients at the earlier stages of their careers. The programme entitled the ‘Career Development Lab’ is designed to encourage professionals to nurture the skills needed to aid career development. Each year the programme delivers four sessions all designed to help and encourage attendees to develop both interpersonal and intrapersonal skills.

All sessions are free of charge covering various different topics including, ‘Presenting With Impact’, ‘Dealing With Difficult Conversations’, ‘Effective Negotiations’ and ‘Emotional Intelligence’. The programme is not aimed at one specific industry, sector or role. It is open and accessible for all who are at the earlier stages of their careers and delivered by a skilled and experienced trainer.



Empowering colleagues and our communities continued

New support for carers

Each year on 24 November Carers' Right Day is marked and provides an opportunity to acknowledge the amazing contributions of carers in our society as well as promote the support available.

In FY2022/23 DWF has taken numerous steps to develop its support for colleagues who are carers.

In June we launched details of internal and external support resources plus guides for colleagues and managers. We also continue to partner with Employers for Carers, providing access to their guides, workbooks and e-Learning for all colleagues.

We also launched our DWF Allies Overview on Carers and Caring, providing colleagues with a brief overview of the challenges faced by carers, the elements we should all be more mindful of and tips on how we can support colleagues with caring responsibilities, to help everyone feel more empowered to talk about caring in the workplace.



Physical



Mental



Lifestyle



Working Environment



Tamsin McCarthy
D&I Manager

Spotlight on carers

It cannot be overstated the value that carers contribute to our economy, communities and of course our families. Every day DWF sees carers across its organisation exhibiting core DWF values, in particular Being Better Together.

DWF wants all colleagues with caring responsibilities to feel confident and empowered to access support and find the right work-life balance that will enable them to thrive and achieve their personal goals.

The DWF Carers Group delivers on this aim by providing colleagues with support channels and resources covering various types of caring responsibilities.

DWF have also recently appointed Chief Technology Officer Jon Grainger as the executive sponsor for this group to assist in developing our approach to supporting carers in our workforce.

Over the past 12 months DWF has also undertaken the following:

- Holding listening sessions with members of the Carers Group to understand more about the challenges that exist for working carers at DWF.
- Developing an Carers Action Plan to address the challenges and requirements identified by the group.
- Launching a monthly communications campaign tackling different care related topics such as bereavement and flexible working as well as challenging topics such as ending caring responsibilities.
- Launching a workplace adjustment policy with specific references to caring responsibilities.
- Partnering with Carers UK to mark Carer Week 2023 with a special Lunch and Learn webinar on what it is like to be a working carer, the law, entitlements and support available for carers.
- Sharing information on role models and colleague experiences.
- Creating ally content to educate colleagues including vlogs about the challenges faced by working carers and how we can support others.

In the coming year the DWF Carers Group sponsor and group members will continue to build on these successes and explore additional ways to support carers in the workplace.



New digital GP service

We regularly review our benefits to ensure we are providing the best service and benefits for our colleagues.

In FY2022/23 we launch Help@hand.

Our lifestyles, and the demand on services, means it is not always easy to make appointments, or may even be facing a long wait to be seen. The new service for our colleagues allows for access to remote GPs who provide: mental health support, physiotherapy, medical second opinions and life money and wellbeing support.



DWF remain a signatory of the charter (since 2019), making a commitment to reducing stress in the workplace

Supporting and connecting with our clients



Brave New Law

DWF's interactive programme for in-house lawyers exploring practical ideas to help with delivering the future of law. Our on demand resources cover a range of topics.

- Finding purpose
- Influence
- Tackling the Great Resignation
- Creativity
- Collaboration
- Operationalising culture
- Empathy
- Brave New Law Summit 2022
- 'Jobs To Be Done' theory
- Inclusive leadership
- Leadership in Extremity
- Transformation

Primary propositions

We have identified three primary propositions across our business that are of strategic importance to our clients, material issues to our stakeholders (please see our materiality matrix on page 9) and with sustainability central to each proposition.

As challenging market conditions over the coming months take hold, these issues may take on even more significance.

These propositions are relevant to any client in any location and are:

- Class Actions
- Data Protection & Cyber Security
- Economic Crime & Fraud

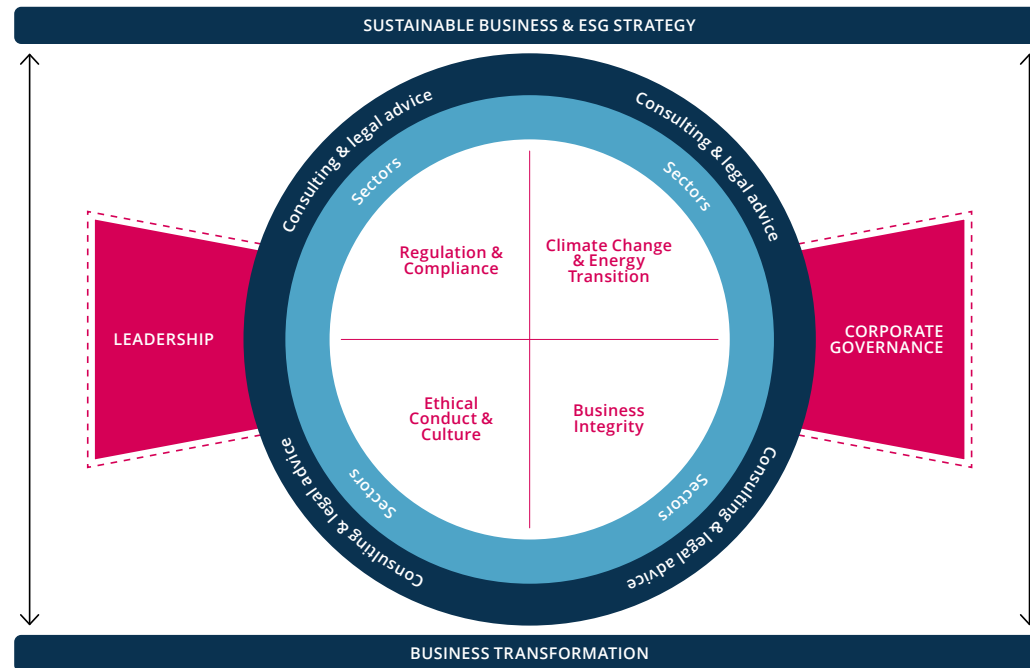
Covering every one of our practice divisions, sectors and locations, we have over 900 litigators and the integrated support of Business Services and Legal Operations, enabling us to deliver specialist expertise, efficiencies, automation and scale. Whilst also providing market-leading thought leadership.

Launch of our market-leading Sustainable Business & ESG Advisory Practice

As an identified strategic business priority for DWF, we have established a consultancy-led advisory practice that is dedicated to supporting our clients on Sustainable Business & ESG risk and opportunity factors.

We support our clients in the design, development and delivery of their Sustainability goals and strategic imperatives. Drawing on subject matter expertise from across DWF legal and business services, the advisory practice offers a unique blend of consulting, legal, and regulatory skills, knowledge, and experience.

We are committed in our desire and ability to demonstrate a future focused and responsible approach to identifying risks and opportunities, therefore acting as a trusted advisor to our clients. We 'walk the talk' with integrity on sustainability, hold ourselves accountable and can actively signpost to our own goals, achievements, and strategic priorities.



Leadership education and training

“The DWF training developed for our Board and Executive Committee has provided our leaders with the knowledge they need about the legal environment and changing social norms. They are now equipped to have discussions around talent and culture, to provide the required challenge and to hold themselves and others accountable...”

Quote from a satisfied client who has continuously engaged in our Responsibility programme throughout the last year. The programme works in partnership with leadership teams to help foster a positive culture in a changing society and ensure their business is engaged effectively on its brand values and reputation, with a focus on leading ethically and working collaboratively to deliver sustainable business goals.

Supporting and connecting with our clients continued



Connecting with our clients

Over the last year, we have been working closely with QBE who have been progressing sustainability conversations with the largest suppliers within their supply chain. QBE have focussed on their net-zero commitments and initiatives they have in place. Their approach is one of collaboration to share their learnings from supplier discussions across categories and divisions to ensure increased awareness and collaboration towards reducing our collective carbon footprint.

To support and connect with QBE on their priorities, DWF, alongside other panel firms have collectively worked on a number of projects including:

- Identifying carbon mitigation projects
- Formalising QBE's sustainability principles

DWF has supported QBE over the last 12 months with their submissions for a number of leading insurance awards.

Additionally, DWF will be contributing to ongoing projects and QBE's upcoming training programme on ESG & Sustainability.

Sanctions and the transport sector

How international transport providers have responded to sanctions against Russia and what comes next.

dwfgroup.com

How can gas drive a resilient energy transition?

Assessing the outlook for gas and what the industry can do to respond.

dwfgroup.com

Is Levelling Up cutting through?

Three years into the agenda, is Levelling Up hitting home in target areas of the UK?

dwfgroup.com

Has the time come to scale-up Carbon Capture, Utilisation and Storage?

CCUS is the only method for reducing emissions directly from key sectors and balancing emissions from hard-to-abate sites. Governments and companies across the world are now investing heavily. But how do companies with an interest in CCUS navigate a vague and shifting legal landscape?

dwfgroup.com

The Social Licence to Operate: The 'S' of ESG

Find out more | dwfgroup.com

Workplace culture: What does good look like?

Find out more | dwfgroup.com

New ESG e-learning modules

By providing our own colleagues with ESG education has enabled us to create e-learning modules to support our clients to educate their workforce to better understand the fundamentals of ESG including: what ESG is, its importance for modern-day business practices, how it relates to key stakeholders and the role that they play as an employee in hitting their organisational ESG & Sustainability goals.

There are 8 modules within the training programme which equates to 2 hours CDP training.

We set our intentions to provide our clients with education shortly after launch of our ESG & Sustainability strategy. These e-learning modules are the first in a series of products we are looking to develop over time.

Education at all levels is a key component within our Sustainable Business & ESG Advisory Services.

Box Set Outline

Module 1: What is ESG? This module provides an overview of ESG and its importance for modern-day business practices. It covers the fundamentals of ESG, including what ESG is, its importance for modern-day business practices, how it relates to key stakeholders and the role that they play as an employee in hitting their organisational ESG & Sustainability goals.	Module 2: How to integrate ESG This module provides an overview of how to integrate ESG into a company's business strategy and operations. It covers the importance of ESG in decision-making and the role of ESG in driving business performance.
Module 3: ESG Data Sources & Reporting This module provides an overview of the different sources of ESG data and how to use this data to inform decision-making. It covers the importance of ESG data in driving business performance and the role of ESG in driving business performance.	Module 4: ESG Reporting & Transparency This module provides an overview of the different ways in which companies can report on their ESG performance. It covers the importance of ESG reporting and transparency in driving business performance.
Module 5: ESG Risk Management This module provides an overview of the different ways in which companies can manage their ESG risks. It covers the importance of ESG risk management and the role of ESG in driving business performance.	Module 6: ESG Stakeholder Engagement This module provides an overview of the different ways in which companies can engage with their ESG stakeholders. It covers the importance of ESG stakeholder engagement and the role of ESG in driving business performance.
Module 7: ESG Leadership & Governance This module provides an overview of the different ways in which companies can ensure strong ESG leadership and governance. It covers the importance of ESG leadership and governance in driving business performance.	Module 8: The Future of ESG This module provides an overview of the future of ESG and the role of ESG in driving business performance. It covers the importance of ESG in driving business performance and the role of ESG in driving business performance.

Supporting and connecting with our clients continued



Built Environment

- Advising an executive non-departmental public body on major infrastructure and planning projects creating new housing and employment opportunities for the city.
- Advising a large international property development/management company who are currently building out three separately located district energy projects in very prominent locations in London.



Consumer

- Advising on drafting lobbying submissions against changes to prohibit the use of meat terms (e.g. burgers) when used to describe plant-based products.
- Assisting a global dairy company to launch its range of plant based dairy alternatives across the EU in 15 countries.



Energy & Natural Resources

- Assisting on the issuer of a green USD 50 million medium term note Eurobond programme. These bonds will fund expansion plans in the MENA.
- Advising various Polish associations on regulatory aspects covering legislative issues relating to potential investments, including issues relating to environmental decisions at every stage within project development



Financial Services

- Representing a Management Director following an accusation of lacking integrity. Following our involvement the FCA discontinued the case.
- Assisting a consultancy firm in conducting an independent gap analysis assessment of various entity-level disclosure requirements set out in the Sustainable Finance Disclosure Regulation (SFDR).



Government & Public Sector

- Producing a White paper for a regional government entity on the ESG initiatives that can be introduced by government to attract foreign investment and economic growth for the country.
- Advising a local government on COVID related advice and funding and supported on all aspects of the procurement and completion of the UK's largest waste collection and cleansing contract.



Insurance

- Delivering an extensive programme to the world's largest insurance intermediary, engaging in significant issues affecting the market and covering regulatory and SMCR issues and equality and inclusion.



Technology, Media & Communications

- Advising a BESS technology provider in relation to 2 joint ventures in the UK to develop 1.5GW BESS facilities.



Transport

- Advising a leading parking operator on the roll-out of electric vehicle charging points across their whole national estate.



Our performance against our ESG & Sustainability strategy



Matt Doughty,
Chief Growth & Strategy Officer,
ESG plc Board Sponsor

I am delighted with the progress we have made in the second year of our ESG & Sustainability strategy which is the Group's vision to 2030. We have made significant progress in a number of areas including on track for some of our D&I targets and of course donating £1 million from the DWF Foundation, a huge achievement by everyone at DWF. We also spent considerable time refocussing our client proposition and I look forward to seeing the success of this practice during FY2023/24. However, we mustn't get complacent and there is plenty of work for us to do with the next 12 months priorities already in full force, this will focus on a revised pro bono policy, better data collection and further projects to support our goal of becoming a net-zero business by 2050. This will be further supported by a refresh of the material issues to all our stakeholders when we undertake an assessment later in 2023.

Here you will see our performance over the last 12 months against the targets driven by our ESG & Sustainability strategy.

Climate action

Target	Target reduction for FY22/23	Actual reduction for FY22/23
Scope 1 (reduced by 50% by 2030)	5%	20%
Scope 2 (reduced by 50% by 2030)	5%	41%

Scope 3

We have reported progress against our scope 3 target in respect of the emission categories we currently measure as disclosed on page 35. Further information about the work we are doing to further align our reporting with the GHG protocol Scope 3 standard is outlined on page 34.

Please note the above target reductions of 5% relate to calendar year as per SBTi validation. Given the lack of seasonality within our emissions, the assessment against financial year results is comparable.

Highlights:

We have achieved significant reductions in our Scope 1 and 2 this year, both due to absolute reductions in energy use and due to the shift to 100% renewable electricity tariffs in our Edinburgh and Pune offices. Efficiencies elsewhere have resulted from more effective use of space, reducing the demand for office heating and cooling, in addition to the continued uptake of agile working patterns.

Improvements needed:

We remain focused on improving data collection methodology across all our carbon footprint reporting. This includes introducing further internal controls and review processes to gain comfort over the accuracy and completeness of data inputs.

Due to the global nature of the business and complexity of obtaining consistent source data, we are continuing to refine these data collection processes to reduce reliance on modelling and extrapolation where source data is not available.

As outlined on page 34 we also continue to further align our Scope 3 reporting with the GHG protocol guidance, to ensure we are reflecting the full impact of our business and its value chain in our reporting.

Diversity & Inclusion

DWF Diversity & Inclusion targets	Workforce statistics end of FY22/23
Gender (Global)	40% Women on PLC and Exec Board by 2025 30% on PLC Board 35.7% on Exec Board
	40% of Senior roles held by women by 2025 32% of senior role held by senior women
Ethnicity (UK only)	13% overall ethnic minority representation by 2025 14% overall ethnic minority representation
	10% ethnic minority representation in senior roles by 2025 6.3% ethnic minority representation in senior roles
	3% Black representation in senior roles by 2025 0.4% Black representation in senior roles

Highlights:

We have achieved our overall ethnic minority target of 14% before 2025, we must now focus on maintaining this as a minimum.

Improvements needed:

Further development and investment needs to be made in senior levels across women, ethnic minority and black representation to be able to reach our 2025 targets. This is being supported by our ten D&I priorities we will be focusing on in FY2023/24.

Our performance against our ESG & Sustainability strategy continued



Empowering colleagues and our communities

Target	Progress
Achieve and maintain an overall global colleague engagement score of 80+	76% On track
100% of DWF colleagues globally earn a Living Wage according to jurisdiction	Ongoing
Enable donations made to reach £1 million in support of registered charities globally by FY2023/24	£1,046,883 Exceeded
Continue to advance social mobility within our talent pipelines	Ongoing
Deliver 25,000 hours in volunteering hours to our communities, or through pro bono work over next three years (FY2022/23 baseline)	10,298 hours (40% achieved to date) On track

Highlights:

We have received our milestone achievement of £1 million donations and have set a new target to raise an additional £250,000 by 2025. Additionally, we are on track of our 25,000 hours of volunteering and pro bono.

Improvements needed:

A revised pro bono policy will support our colleagues to identify the right projects which will enable further activity and a more focussed approach. In FY2023/24 we will be confirming the living wage rate in some of our international jurisdictions so that we can confidently say that 100% of DWF colleagues globally earn a living wage.

Supporting and connecting with our clients

Target	Progress
Working with colleagues and clients collaboratively to improve both our and their sustainability performance through an ESG-centric approach	Ongoing
Understand the ESG/sustainability strategy for all key account clients and assess the support DWF can provide or steps DWF should take to ensure teams deliver work and relationships consistent with any commitments clients make and our own values and commitments to ESG & Sustainability	Ongoing
Improve our net promoter score for our Key Account programme by at least 5% and maintain current market leading score	57 for FY2022/23 Currently unable to demonstrate improvement as census not conducted in FY21/22
100% of new clients are assessed in line with the ESG Client Policy, due diligence and onboarding process.	100%

Highlights:

Our new Sustainable Business & ESG Advisory Practice has given us the structure to how we are working with our colleagues and clients collaboratively. We have also fully embedded our new client policy within the business globally, regardless of client, sector or location.

Improvements needed:

During FY2023/24 we will be developing a series of new KPI's and targets to have more tangible outcomes to share with our stakeholders on our progress. These KPIs will support a range of our priorities and commitments including: commercial opportunities to support our new practice, principles of the Legal Charter 1.5 and The Law Society Guidance on climate change.

ESG metrics

Building trust and increasing transparency

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Diversity & Inclusion	Page 39
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Procurement	Page 41
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Policies & ISO Certificates	Page 42



ESG metrics

Introduction and basis of report

The following section outlines the activities and performance of DWF Group PLC for the period 1st May 2022 – 30th April 2023 which aligns to the same reporting period as our Annual Report & Accounts released simultaneously. Our sustainability reporting is released annually; however, performance against our ESG & Sustainability strategy is provided periodically.

Where possible we have included all our locations and areas of operation within our sustainability reporting; however, where it isn't possible to report this has been highlighted with supporting statements in the appropriate section. Where percentages have been used, these have been rounded to the nearest whole number.

There have been no significant changes to the Group's nature of business, structure or stakeholders within the reporting period, further details of our business can be found on page 3 of this report. Our governance framework remains the same and comprises 10 Directors made up of the Chair, who was independent on appointment, three Executive Directors, four Independent Non-Executive Directors including the Senior Independent Non-Executive Director and two Partner Directors. Details of our Board composition including: skills, experience, tenure, and diversity can be found on pages 50 – 51 of our Annual Report & Accounts. The Nomination Committee continues to review succession plans for the PLC Board and Executive Board each year.

Our ESG team who have day to day ownership and is led by an Executive Board member, sits within our Risk & Excellence function, further details of our ESG governance can be found on page 8 of this report.

Details of our Directors' Remuneration report can also be found on pages 70 – 88 of our Annual Report & Accounts.

Audit

During the period, the Audit Committee has continued to monitor the integrity of the Group's financial reporting, assess the effectiveness of internal control processes, oversee the work and quality of the Group's Internal Audit function, and monitor the quality of audit provided by the External Auditor, PricewaterhouseCoopers LLP ('PwC'), regarding its effectiveness, objectivity, and independence.

Assurance

Details of our assurance on all the data within this report to ISO 14064-3 and ISAE 3000 standards will be available on our website in due course.

[Further details will be able to be found here: ESG & Corporate Sustainability | DWF Group](#)

Exemptions

Within this report there are several statements that have not been included due to irrelevance to our business and activities or we have insufficient data/capability to report on them, these include GRI 2016 standards:

- Economic Performance (201-3/4)
- Tax (207-4)
- Energy (302-5)
- Biodiversity (304-3/4)
- Emissions (305-7)
- Employment (401-2)
- Public Policy (415)
- Customer Health & Safety (416)

Furthermore, we do not have collective bargaining agreements in place across the Group so there is no reference within this section.

Definitions

Local	is defined as activity local to where DWF have offices regardless of location. Manchester is the Group's head office.
Significant locations and operations	is defined as all offices including serviced offices.
Gender	is defined as male and female. As D&I is a core pillar to our strategy we collect data on multiple gender identities; however, for consistency with reporting we refer only to male and female. Therefore there the following data may not be fully reflected if a colleague does not identify as either male or female or would prefer not to say.
Region	is defined as UK and International.
Employee category	is defined by contract type (Permanent/Temporary) and working patterns (Full Time/Part Time/Zero Hours).
Senior management	is defined by career level director (or equivalent) or above.
Non-colleagues	is defined as consultants (fee earner/non fee earner) who are not employed by DWF.



Reporting Standards: GRI (2 1-29 / 3 1-3), World Economic Forum Metrics, SDGs 5, 8, 9, 10, 11 and 16

ESG metrics continued

Anti-Bribery, Corruption, Fraud & Complaints

		FY21/22	FY22/23
Anti-Corruption Policies, Procedures and Training	% of all colleagues globally (regardless of role or seniority) and any applicable governance bodies who have received communication of Anti-Corruption policies and procedures	100%	100%
	% of all colleagues globally (regardless of role or seniority) and any applicable governance bodies who have received training of Anti-Corruption policies and procedures	80%	80%
Complaints	Number of complaints of serious concern e.g. Legal Ombudsman	36	24

Supporting statement:

The Board of Directors has overall responsibility for ensuring the business has robust risk management and internal control arrangements in place. The Board sets the tone for risk management and internal control, defines the organisation's risk taxonomy and overall risk appetite, and influences the culture of the business including ESG & Sustainability. The Risk and Audit Committees are established as committees of the Board of Directors. They are responsible for overseeing risk management and assurance processes. Additionally, any offer of an unlawful bribe or corrupt act is refused and reported immediately to the Group Risk Director who is also a member of our ESG Leadership Group. DWF will report an unlawful bribe or corrupt act to the police and/or regulatory authorities. The complaints policy is maintained, reviewed, and updated bi-annually, the figures above for the Complaints are also based on UK only data.

We also have a Speak Up policy and Speak Up hotline should anyone have the need to report on suspicions, and we take these very seriously, with rigorous and in-depth investigations carried out on any reports.

In FY2023/24 there have been no reports of significant non-compliance with laws and regulations or fines and 100% of operations assessed for risks of corruption. No confirmation of incidents relating to corruptions have occurred. We carry out a firm wide Business Risk Assessment and all of our locations and trading operations do specific risk assessments with prolific financing including anti-terrorist and arms financing.



Reporting Standards: GRI (2-16/27 205-1-3), SASB (SV-PS-510a.1/2), World Economic Forum Metrics, SDG 8

Climate Action (energy, emissions, water and waste)

Supporting statement:

DWF utilise a third party system (Accuvio) to record monthly energy data which is converted into CO₂e measurements using jurisdiction-specific conversion factors.

The assessment of CO₂e emissions follows the market-based approach for assessing Scope 2 emissions from electricity usage. The decrease in energy use during the year reflects both absolute reductions due to efficiency measures taken in offices, and rationalisation of space following the shift to hybrid working patterns following the impacts of the Covid-19 pandemic. The reduction in Scope 2 market-based emissions also reflects the shift during the year to 100% renewable supply across the UK property portfolio, and in one of the largest overseas properties in India.

We continue to voluntarily report on our Scope 3 emissions because these comprise a material component of our overall carbon footprint. We have been working to closely align our data collection and calculation methodology with the Greenhouse Gas Protocol Scope 3 Standard guidance. By placing greater scrutiny on this methodology we are improving the integrity of our underlying greenhouse gas emission data, which allows to better understand and, crucially, to better manage our carbon reduction activities.

We have not yet reported emissions under Category 1: Purchased Goods and Services, Category 2: Capital Goods and Category 6: Business Travel (International) due to the challenge of establishing globally consistent data for these categories. Without this consistency, the data does not represent decision-useful information, and may misrepresent the actual impact during a reporting period. We have therefore simultaneously focused on improving processes, policies and procedures with regards to our procurement function and travel.

Whilst we continue to effectively engage colleagues to support reductions in our Scope 3 footprint, we have seen an anticipated increase in business travel in FY23. This reflects the unprecedented low levels of travel during FY22 due to ongoing Covid-19 restrictions. Travel volumes do remain significantly lower than pre-Covid-19 levels and we are working hard to sustain this reduction by embracing hybrid working practices and engaging with our clients to maintain strong connections virtually, whilst still delivering the high standards of service delivery they know and value.



Reporting Standards: GRI (302 1-5, 303 1-2, 5 305 1-7 306 1-5), World Economic Forum Metrics, SDG 7, 11 and 13

ESG metrics continued

Climate Action (energy, emissions, water and waste) continued

Reporting Years FY21/22 & FY22/23	UK totals FY21/22 restated*	International totals FY21/22 restated*	Total FY21/22 restated*	UK totals FY22/23	International totals FY22/23	TOTAL FY22/23	Year on year difference %	Increase/Decrease
Energy consumption								
The following data reflects absolute energy consumption								
Gas and fuel KWH	1,248,614	–	1,248,614	976,718	–	976,718	-21.8%	Decrease
Electricity KWH	3,075,195	2,269,025	5,344,220	2,615,922	2,281,637	4,897,559	-8.4%	Decrease
Total energy used in KWH	4,323,809	2,269,025	6,592,834	3,592,640	2,281,637	5,874,277	-10.9%	Decrease
% Split across UK and International Sites	66%	34%		61.2%	38.8%			
Energy consumption								
The following data reflects renewable electricity purchased								
Electricity KWH	129,290	1,456,483	1,585,773	7,463	1,197,934	1,205,397	-24.0%	Decrease
% Split across UK and International Sites	8.2%	91.8%		0.6%	99.4%			
Carbon emissions								
Scope 1 emissions (TCO ₂ e)	223.7	0.0	223.7	178.3	0.0	178.3	-20.3%	Decrease
Scope 2 emissions (TCO ₂ e)	25.5	507.6	533.1	1.4	314.5	315.9	-40.7%	Decrease
Total scope 1&2 emissions (TCO₂e)	249.2	507.6	756.8	179.7	314.5	494.2	-34.7%	Decrease
Category 3: Fuel and energy related activities	164.4	244.6	409.0	128.5	245.5	374.0	-8.6%	Decrease
Category 5: Waste generated in operations	4.0	7.5	11.5	4.2	8.5	12.7	10.7%	Increase
Category 6: Business travel – UK only	230.4		230.4	589.9		589.9	156.1%	Increase
Category 7: Employee commuting	1,118	1,055	2,173	716.2	676.2	1,392.4	-35.9%	Decrease
Scope 3 emissions (TCO₂e)	1,516.4	1,307.2	2,823.6	1,438.8	930.2	2,369.0	-16.1%	Decrease
Total scope 1,2&3 emissions (TCO₂e)	1,765.6	1,814.7	3,580.4	1,618.5	1,244.6	2,863.1	-20%	Decrease
Intensity ratio TCO ₂ e per employee			0.18			0.12	-33.8%	Decrease
Intensity ratio TCO ₂ e per £m revenue								

* The FY21/22 restatement reflects adjustments for the acquisitions made during the year, and alignment of calculation methodologies which have been refined for Scope 3 categories.

ESG metrics continued

Colleagues

		FY21/22		FY22/23	
Workforce Overview	Total number of employees	4,065		4,337	
	Total by Gender	Male	Female	Male	Female
		1,723	2,339	1,778	2,546
	Total by Region	UK	International	UK	International
		1,304	2,761	2,830	1,507
Contract Type	Permanent	4,025		4,288	
	Total by Gender	Male	Female	Male	Female
		1,696	2,328	1,756	2,530
	Total by Region	UK	International	UK	International
		2,747	1,278	2,803	1,485
	Temporary	40		49	
	Total by Gender	Male	Female	Male	Female
		27	11	22	16
	Total by Region	UK	International	UK	International
		14	26	27	22
Working Hours	Full-Time Colleagues	3,571		3,841	
	Total by Gender	Male	Female	Male	Female
		1,635	1,933	1,711	2,128
	Total by Region	UK	International	UK	International
		2,385	1,186	2,444	1,397
	Part-Time Colleagues	466		457	
	Total by Gender	Male	Female	Male	Female
		72	394	52	404
	Total by Region	UK	International	UK	International
		363	103	364	93
Zero Hour Colleagues	28		39		
Total by Gender	Male	Female	Male	Female	
	16	12	15	14	
Total by Region	UK	International	UK	International	
	13	15	22	17	

		Without Consultants		With Consultants	
		FY21/22	FY22/23	FY21/22	FY22/23
Divisions	Central Services (Non Fee Earner)	1,029	1,067	1,037	1,075
	Commercial Services (Fee Earner)	1,199	1,251	1,225	1,266
	Insurance Services (Fee Earner)	1,391	1,631	1,394	1,656
	Legal Operations (Fee Earner)	406	339	409	340
	Total	4,025	4,288	4,065	4,337
Other	Non-Colleagues (contractors, consultants etc.)	40	49		

Supporting statement:

Our methodology is outlined within the 'definitions' section.

Workforce overview

Male	1,778	Female	2,546
UK	2,830	International	1,507

Contract type

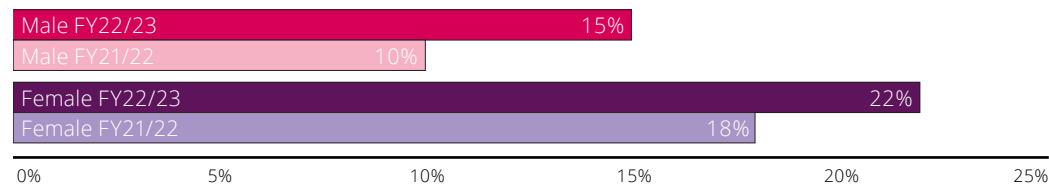
Total Permanent Male	1,756
Total Permanent Female	2,530
22 Total Temporary Male	
16 Total Temporary Female	
Permanent UK	2,803
Permanent International	1,485
27 Temporary UK	
22 Temporary International	

ESG metrics continued

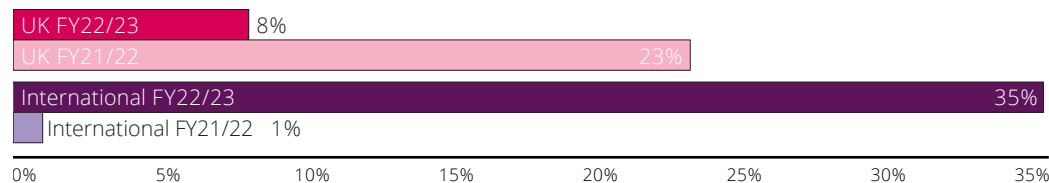
Colleagues continued

		FY21/22		FY22/23	
		Male	Female	Male	Female
Attrition	Total by Gender	489	652	464	709
	Total by Region	UK	International	UK	International
		645	497	718	456
Joiners	Total by Gender	538	798	535	913
	Total by Region	UK	International	UK	International
		838	499	781	699

Difference in volume between new joiners compared with leavers by Gender



Difference in volume between new joiners compared with leavers by Region

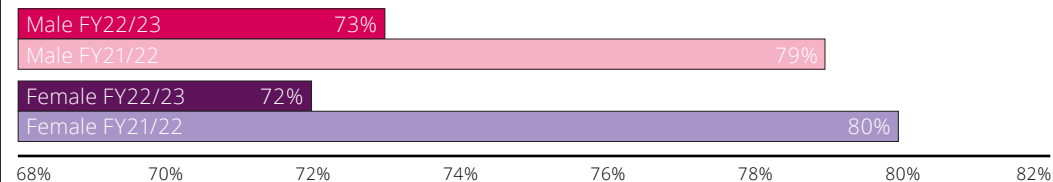


Supporting statement:

The above figures are calculated based on voluntary and non-voluntary turnover and lateral and non-lateral hires. When there is non-voluntary turnover colleagues are given notice of termination in accordance with their contractual entitlement or if appropriate payment in lieu of notice may be considered. The minimum notice is one week in probation for some colleagues, after this the notice period will vary from one to six months. 22% of colleagues turnover were voluntary vs 6% of colleagues that were not voluntary.

		FY21/22		FY22/23	
		Male	Female	Male	Female
Parental Leave	Total number of colleagues that were entitled to parental leave by Gender	1,118	1,630	1,121	1,682
	Total number of colleagues that took parental leave by Gender	30	68	67	68
	Total number of colleagues that returned to work after parental leave ended by Gender	47	66	62	64
	Total number of colleagues that returned to work after parental leave ended that were still employed 12 months after their work by Gender	26	44	22	48

Parental Leave retention percentage by Gender



Supporting statement:

Please note the above figures relate to the UK only; however, all colleagues are eligible to receive benefits to our family friendly policies that are relevant to their jurisdiction, contract of employment and length of service. Additionally as a minimum, colleagues receive access to life insurance, health care, disability, retirement and stock ownership. Colleagues in the UK can select/amend additional benefits following a life event, which may mean they wish to change the policy before the annual review.



Reporting Standards: GRI (2.2/7/8, 401-1-3, 402-1), SASB (SV-PS-330a.2/3), SDGs 5, 8 and 10

ESG metrics continued

Communities

Supporting statement:

DWF has worked with schools and vulnerable groups for many years and this is a huge part of our social value work. Within each of our locations we have identified causes to support these groups. Safeguarding is about promoting safety and wellbeing and all our colleagues have a role to play in protecting everyone from harm, abuse or neglect. Our approach to safeguarding is proportionate to the risk inherent in the community outreach opportunities we provide. Our policies and procedures apply to all of our colleagues coming into contact with children, young people and vulnerable adults in the course of their work, or activities where they relate to DWF. This includes community outreach related activity and work experience supervision.

When considering our environmental impact of our community work we continuously ensure this meets our climate action commitments. Any project that does not support our strategy will not be considered. By including an environmental strand to the DWF Foundation also means that through the foundation we can focus on supporting organisations directly.

Additionally, our ESG Client Policy will be broadened out in scope to not only be a way of assessing the societal, environmental and reputational impact and risks of our clients but also our community projects and our supply chain. By completing a risk assessment form and capturing this information centrally will allow us to better monitor potential issues in the future. In FY2022/23 we have already seen a shift in behaviours in terms of what should qualify as a fundraising event based on our ESG & Sustainability strategy and policies.

Due to the work in advance of any of our projects and the role of the independent DWF Foundation Trustees, to date we have received zero instances of potential or actual negative impacts or grievances on our community work and projects – our new complaints procedure now allows for all stakeholders to raise a complaint. Further details can be found here: [Feedback | DWF Group](#)



Reporting Standards: GRI (202-2, 413-1), World Economic Forum Metrics, SDGs 8 and 11

Data Protection & Cyber Security

Supporting statement:

At DWF we are committed to safeguarding the privacy of all individuals who interact with us and we respect the privacy choices they make. Further details of our privacy notice can be found here: [Privacy Notice \(dwfgroup.com\)](#). We recognise that we have an ongoing responsibility of transparency with data subjects so we keep this privacy notice under regular review and therefore encourage you to check it regularly. We will include a notification on our website's home page if we make any significant changes to this privacy notice. As a global business, we take a consistent approach to protecting privacy across our international group. This privacy notice applies wherever you are located and is based on European Union data protection principles (as contained within the EU's General Data Protection Regulation). In addition to these principles, some jurisdictions in which we operate have additional local privacy requirements.

We have a IT Governance, Risk and Compliance Policy in place to ensure IT security controls are implemented across the Group to prevent information security risks and meet business, clients and regulatory requirements. DWF IT Security Policies are aligned to ISO 27001/02 and CIS v8 IG2 as part of DWF Information Security Management System (ISMS) and its IT Security requirements to ensure compliance. The length of time over which data is retained will depend upon the circumstances, including the reasons why the personal information was obtained. Personal information (and sensitive personal information) that is no longer required will be deleted permanently from our information systems and any hard copies will be destroyed securely.

Information Security Mandatory Training must be completed by all new joiners and all users who have worked with DWF for 12 months must complete the module on an annual basis. In FY2022/23 the number of colleagues globally who received Information Security training relevant to their jurisdiction was 2,500.

We do not currently report on specific data breach information however we can confirm that there has been no reports of data losses, theft or non-compliance in our marketing activity e.g. GDPR in FY2022/23.



Reporting Standards: GRI (417-3, 418), SASB (SV-PS-230a.1-3), World Economic Forum Metrics

ESG metrics continued

Diversity & Inclusion

		FY21/22	FY22/23
Workforce Diversity Breakdown			
Gender	Male	42.0%	41.0%
	Female	57.0%	59.0%
Ethnicity	Asian/Asian British:	6.0%	8.1%
	Black/Black British	2.0%	2.3%
	Mixed/Multiple Ethnic Groups	3.0%	2.8%
	Other Ethnic Group	1.0%	0.9%
	White (including white ethnic minorities)	66.0%	70.7%
	Prefer not to say	2.0%	1.6%
Age	Not completed	21.0%	13.6%
	16-24	8.0%	7.8%
	25-34	38.0%	37.4%
	35-44	28.0%	27.5%
	45-54	17.0%	17.0%
	55-64	7.0%	7.7%
Sexual Orientation	65+	1.0%	1.1%
	Not completed	1.0%	1.5%
	Lesbian, Gay, Bisexual	4.0%	4.6%
	Heterosexual	72.0%	76.9%
	Other	0.0%	0.2%
Religion	Prefer not to say	4.0%	4.0%
	Not completed	20.0%	14.3%
	No religion or belief/atheist	35.0%	36.1%
	Buddhist	0.0%	0.1%
	Christian	34.0%	36.0%
	Hindu	1.0%	1.2%
	Jewish	0.0%	0.4%
	Muslim	4.0%	4.8%
	Sikh	1.0%	1.1%
	Other religion or belief	1.0%	1.6%
	Prefer not to say	4.0%	4.4%
Not completed	19.0%	14.3%	

		FY21/22	FY22/23
Disability	Yes	4.0%	4.0%
	No	66.0%	72.4%
	Prefer not to say	1.0%	1.2%
	Not completed	30.0%	22.2%
Gender Identity	Same as gender at birth	75.0%	79.6%
	Different from gender at birth	1.0%	2.2%
	Prefer not to say	2.2%	1.6%
	Not completed	22.0%	16.6%

Supporting statement:

Please note the figures for gender and age are global whilst all other data is UK only. During FY2023/24 we will be collating data on more of our locations where appropriate and are investing in a new HR system to allow us to do this. In the UK we voluntarily include details of our ethnicity, disability and LGBTQ+ pay gaps. We also report a global gender pay gap by country.



Reporting Standards: GRI (202-1, 3 1-3, 405-1/2), SASB (SV-PS-330a.1), World Economic Forum Metrics, SDGs 5 & 10

ESG metrics continued

Health, Safety & Wellbeing

		FY21/22	FY22/23
Work-related ill health for all colleagues	The number of fatalities as a result of work-related ill health	0	0
	The number of cases of recordable work-related ill health	0	0
	The main types of work-related ill health	N/A	N/A
Work-related ill health for non-colleagues	The number of fatalities as a result of work-related ill health	0	0
	The number of cases of recordable work-related ill health	0	0
	The main types of work-related ill health	0	0
Work-related injuries for colleagues	The number of fatalities as a result of work-related injury	0	0
	The number of cases of work-related injury	0	3
	The main types of work-related injury	N/A	Trip and slip
Work-related injuries for non-colleagues	The number of fatalities as a result of work-related injury	0	0
	The number of cases of recordable work-related injury	0	0
	The main types of work-related injury	0	0

Supporting statement:

DWF aims to deliver a high standard of health and safety management. To maintain the momentum in demonstrating positive results, we have established a robust set of key performance indicators which are reviewed, audited and communicated on a regular basis. We also ensure our colleagues are informed, understand their health and safety responsibilities so that we not only lead, inspire such behaviour consistent with the aims of this policy, but also raise the bar to encourage our clients and suppliers to do the same. Our Board of Directors are responsible for the strategic direction of health and safety management but ensuring safety awareness, positive attitudes and continuous improvement in safety performance requires the commitment and active involvement of all partners, managers, colleagues, consultants and contractors at all levels.

The policies and procedures in place will help improve resilience by anticipating, adapting and responding to health and safety risks which in turn will provide opportunities to help prevent work related injuries and ill-health. Our management system provides a platform for us to improve and evolve our policies and procedures and gain a better understanding of our risks and opportunities. Standards and legislation frequently change and we will therefore continue to monitor developments and review our practices on a regular basis. DWF have never been prosecuted or served Notices by the HSE or any other governing body.



Reporting Standards: GRI (403 1-10),
World Economic Forum Metrics, SDG 3

ESG metrics continued

Procurement

	FY21/22	FY22/23
Suppliers screened for environmental/societal criteria/impacts using our ethical sourcing questionnaire	0	0
New suppliers screened for environmental/societal criteria/impacts using our ethical sourcing questionnaire	305	259
Number of suppliers identified as having actual or potential negative environmental/societal impacts	0	0
% of suppliers identified as having actual or potential negative environmental/societal impacts post questionnaire	0	0
% of suppliers terminated as a result of actual or potential negative environmental/societal impacts	0	0

Supporting statement:

Our suppliers must confirm they accept our ethical, labour, human rights and environmental standards aligned to the United Nations Global Compact included in our Supplier Code of Conduct. We have no confirmed incidences of modern slavery or child labour in our operations or supply chain nor are there currently any areas of concern.

As already stated within this report the Group will be implementing a new procurement strategy that will allow us to improve our data and reporting, however our current understanding is there is minimal actual or potential negative environmental/societal impacts within our supply chain.

We will be in a better position to report on the composition of our supply chain in FY2023/24, therefore we are currently unable to report on percentage of local suppliers we appoint for goods and services.



Reporting Standards: GRI (204, 408, 409, 414), World Economic Forum Metrics, SDG 8, 11 and 16

Training

		FY22/23		
		Male	Female	
Hours of training per colleague	Total by Gender	12,085	19,873	
	Average hours of training by Gender	7	8	
			Fee Earner	Non Fee Earner
	Total by Fee Earner/Non Fee Earner	26,488	5,468	
		FY21/22	FY22/23	
Environmental & Human Rights training	Number of all colleagues who have received environmental training	25+	100+	
	Number of all colleagues who have received human rights training (Including Modern Slavery)	980	1,184	

Supporting statement:

Through our DWF Academy, we offer colleagues three programmes of training – Foundations, Essentials and Leadership. Each programme is designed with a target audience in mind to equip colleagues with the skills they need to excel in their current role and prepare them for progression.

Our Employee Assistance Programme (EAP) is one of the core benefits at DWF and is available to every colleague, in every location and can provide support and resources to help our colleagues find answers to questions related to work, life, health, family, or money. 100% of our colleagues globally regardless of gender and employee status receive an annual performance review.



Reporting Standards: GRI (404-1-3), World Economic Forum Metrics, SDG 8

Forward-looking statement

All statements other than statements of historical or current facts, including statements regarding our ESG & Sustainability plans and goals made in this document, are forward looking. Forward-looking statements reflect current expectations and are inherently uncertain. Actual results could differ materially from current expectations.

If you have any questions about this report or the reported information within it, please contact:

Dan Noakes

Head of ESG Operations & Business Development

Dan.Noakes@dwf.law

Policies

Below is a list of the key policies that support the Group in its performance of the above metrics and to ensure we remain compliant and act with integrity in everything that we do. These policies are communicated to all colleagues via our internal channels and where applicable, training is provided. The following policies are set at Group level.

Anti-Bribery, Corruption, Fraud & Complaints

- Anti-Bribery & Corruption Policy
- Complaints Policy
- Speak Up Policy

Climate Action

- Carbon Data Collection Procedure
- Energy Management Guide
- Environmental Policy
- Waste Management Procedure

Colleagues

- Recruitment Policy
- Family Friendly Policies
- Flexible Working Policy
- Redundancy Policy
- Disciplinary Policy
- Grievance Policy
- Workstyles Policy

Communities

- Volunteering Policy
- CSR Policy
- Safeguarding Policy

Data Protection & Cyber Security

- Information Security Policy
- Data Protection Policy
- Acceptable Use Policy
- Data Breach Policy
- Third Party Information Security Policy
- Access Control Policy

Diversity & Inclusion

- Board Diversity Policy
- Diversity & Inclusion Policy
- Trans Inclusion Policy
- Dignity at Work Policy
- Human Rights Policy
- Modern Slavery Policy
- Menopause Policy
- Attendance Management Policy
- Workplace Adjustments Policy
- Dress Code Policy (including Halo Code)

Health, Safety & Wellbeing

- Health & Safety Policy

Other

- Commercial Conflicts Policy
- ESG Client Policy
- Anti-Money Laundering Policy

Procurement

- Ethical Sourcing Policy
- Procurement Policy
- Environmental Policy



Additionally, to demonstrate our approach to responsible business as a Group we are certified to various ISO standards, these are: 14001 (Environmental Management), 27001 (Information Security) and 9001 (Quality Management).

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