



Environmental, Social & Governance

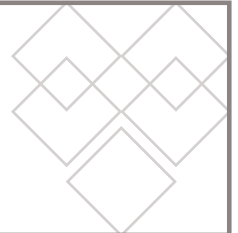
2023



PROFILED:

TRACEY GROVES

DWF





Environmental, Social & Governance



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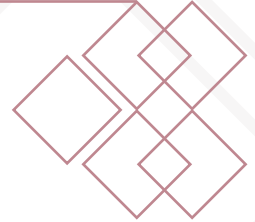
PERSONAL BIOGRAPHY

Tracey Groves is a deeply experienced and trusted adviser who works with clients to design, develop and implement sustainable business practices across their business. As the head of the DWF sustainable business and ESG advisory practice, she advises on business ethics, compliance, regulation, corporate governance and culture. She is also a visiting fellow at the Inter-Disciplinary Ethics Applied (IDEA) Centre at the University of Leeds, as well as a member of the advisory panel of the Financial Reporting Council. She recently won the 2022 'top consultant' award for 'excellence in diversity, equity and inclusion' from Consulting Magazine.



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**Q&A WITH TRACEY GROVES****Could you provide an insight into how you approach your work? What drives and motivates you?**

◆ My approach is client-centric and purpose-driven. I seek to learn about the business and how it delivers value to all stakeholders, understand their strategy and key priorities, and foster relationships built on trust and integrity. I enable leaders to unlock performance and talent by equipping them to be multipliers of others in the workplace and inspiring their teams by not just what they do, but how they do it and why. A lot of my work focuses on enhancing the human and social capital inherent in developing a sustainable business strategy, using corporate values, ethical conduct and culture as levers of transformation. Enabling sustainable change through inspiring and empowering others is a personal intrinsic motivator. By providing clarity of outcome and working with DWF colleagues to offer a unique blend of consulting and legal expertise, it is a privilege to work with clients and help address their sustainability challenges.

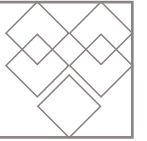
What strengths and characteristics do you, your team and your firm strive to demonstrate to clients?

◆ I bring a high level of energy and momentum to clients and a positive, ‘can-do’ mindset to problem solving. My passion for what I do is authentic and genuine, and I take pride in sharing my knowledge and deep experience through the work of my team. Together we inspire clients to be brave and build confidence in their ability to drive meaningful change in a sustainable way across their business. We help them to embed their values and desired behaviours into their day-to-day decision making and activate corporate purpose in a way that benefits people, wider society and the environment. Our purpose at DWF is “to deliver positive outcomes with our colleagues,

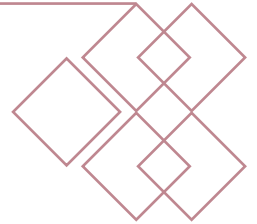


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clients and communities”. It is integral to how we approach clients to drive sustainable business transformation. Our purpose is hardwired into our sustainable business advisory work by ensuring our focus is outcome-driven and engages multiple stakeholders.



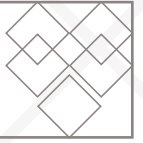
Reflecting on your area of expertise how do you see this sphere of the market shaping up over the coming months? Are any exciting trends or developments on the horizon?

◆ The wave of regulation on climate-related reporting and disclosure is increasing pressure on organisations to act with integrity and focus on doing the right thing. We are seeing an increase in climate litigation which is only going to accelerate. The expansion of scope to examine the impact of business on social – not just environmental – factors is a key development that will bring significant challenge. How will organisations ensure the human rights of workers in their supply chain are protected? What does good look like when it comes to assessing and reporting on the societal impact of business in a country where access to healthcare and education is limited? The shift toward social and governance factors indicates stakeholders want to know about how employees, customers and society are being impacted by business, positively or otherwise, and how well a business is being run – with or without transparency and effective risk management. ■

“THE EXPANSION OF SCOPE TO EXAMINE THE IMPACT OF BUSINESS ON SOCIAL – NOT JUST ENVIRONMENTAL – FACTORS IS A KEY DEVELOPMENT THAT WILL BRING SIGNIFICANT CHALLENGES.”

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**REPRESENTATIVE ENGAGEMENTS**

- ◆ A global professional services firm required a corporate governance programme to support the development of a culture of inclusion, integrity and ethical conduct. Working with the C-suite, several initiatives were created, focusing on creating a workplace where people could flourish and thrive, including use of employee voice, unconscious bias, and how to create psychological safety.
- ◆ Conducted an independent review of culture and behaviours for a professional services body which was the basis for a business transformation programme addressing multiple sustainability challenges. The analysis highlighted areas of good practice and recommendations to enhance culture and enable future sustainable growth.
- ◆ Conducted an external risk-based review of ESG strategy to assess against good practice principles, recognised standards and frameworks, and recommendations for performance improvement.
- ◆ Designed and developed a technology-enabled ‘integrity in action’ toolkit for leaders of a global alcoholic beverages company to activate the ethics and compliance strategy and desired ethical ways of working.

