

# Global Diversity & Inclusion Strategy 2025

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DWF Group

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# Update on our D&I Strategy

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Our current Diversity & Inclusion Strategy (2025) marked an important phase in our journey to build a more inclusive and representative organisation.

Our commitment to diversity, equity and inclusion remains unchanged. We continue to progress our priorities, deliver initiatives, and embed inclusion across our global organisation.

We are currently developing our new Responsible Business Strategy, which will be launched in Q1 FY26/27 and include refreshed diversity and inclusion commitments.

Following this, we will publish an updated Diversity & Inclusion Strategy aligned to these commitments.

We look forward to sharing further details shortly.



At DWF it's our vision to create a working environment and culture where people of all different backgrounds are able to contribute at their highest level and where their differences have a positive impact for our colleagues, clients, and communities.

# Our five priorities

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## 1. Ownership

Enabling and empowering our colleagues to own our D&I agenda, not just engage or take part.



## 2. Representation

Ensuring our actions are data driven so we can build diverse representation at all levels of our business through the development of targets and metrics.



## 3. Global direction

As a global business we recognise the importance of understanding local priorities and collaboration without borders is vital to achieving full inclusion.



## 4. Driving decisions

Increasing accountability and transparency of this strategy means moving from executive engagement to executive ownership and ensuring every decision our business takes has a D&I lens.



## 5. Sense of belonging

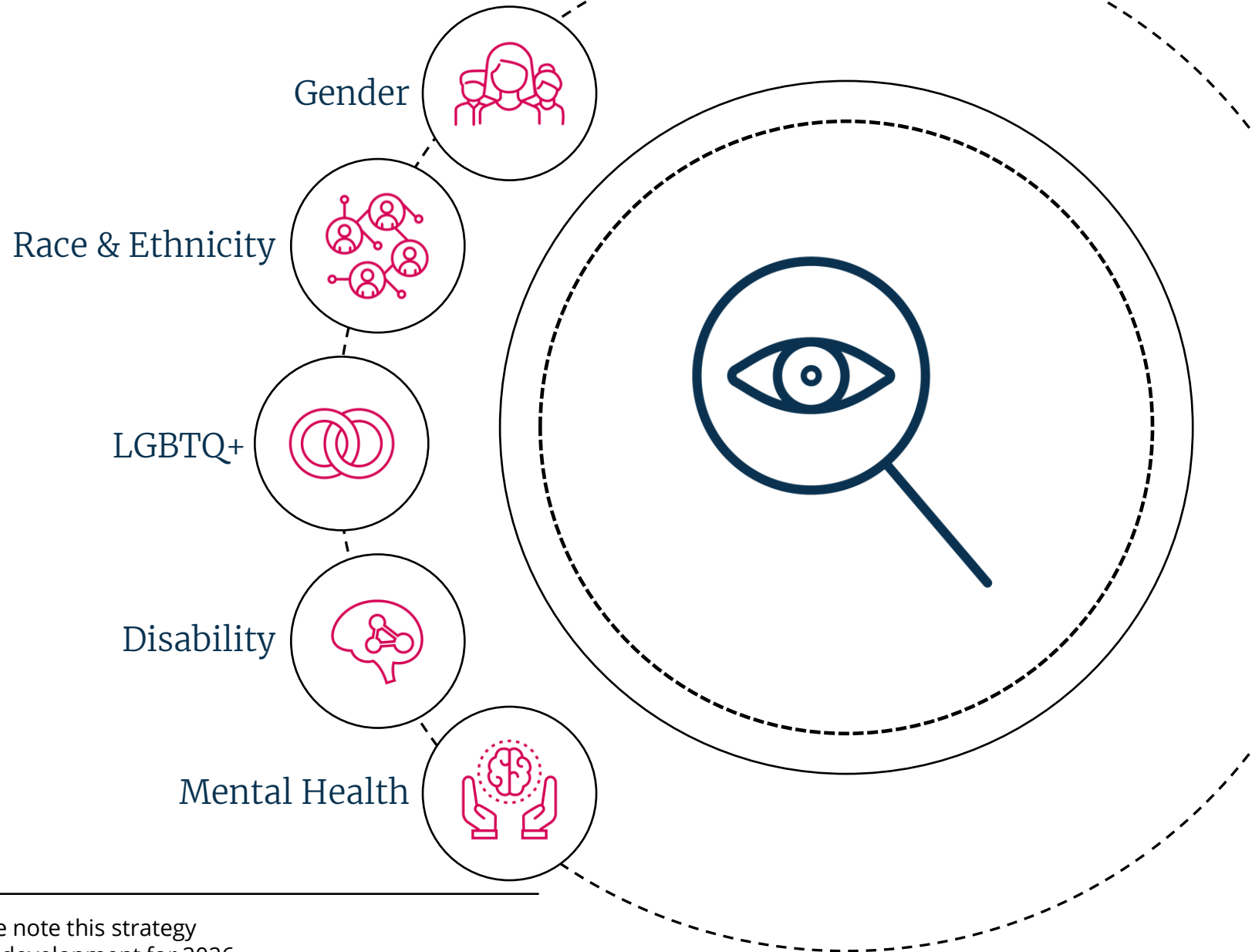
Representation is meaningless unless our colleagues feel they belong and are empowered to do their best. When our colleagues feel they belong, they want to stay and grow with us. We believe this circle of belonging is essential to our future.

# Five strands

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Where do we focus our attention?

We recognise there are many elements of an individual's identity that overlap and we consider the impact of intersectionality across our strands. Age, Flexible/Agile Working and Social Mobility are woven throughout these strands.



# Five objectives

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What will we strive to achieve and maintain?



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## 1. Our colleagues

To build diverse teams that are representative of the communities we operate in and the clients we work with. Ensuring our approach to D&I is reflected at all stages of an employee's journey with us.



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## 2. Our value

To meaningfully engage with our clients, investors and other key stakeholders on our D&I progress in a proactive way and entrench the value this brings to our business.



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## 3. Our community

To encourage our colleagues, clients and suppliers to demonstrate ownership for diversity and inclusion.



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## 4. Our growth

To be a leading global employer on D&I and utilise benchmarking to inform our work and enable competitive advantage.



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## 5. Our open culture

To create and maintain an open culture by listening and sharing our inclusion experiences and ensure our colleagues feel a sense of belonging at DWF.

# Five themes

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Our approach to diversity and inclusion reaches far beyond words on a page. It's about driving action and delivering results. We bring our strategy to life through the following steps:



## 1. Dialogue & Action

Turning listening and dialogue with our clients, colleagues and communities into meaningful action.



## 2. Role Models

Providing our colleagues with access to role models and beginning a sponsorship journey.



## 3. Education

Continuing to invest in our colleagues' learning and understanding of all aspects of D&I.



## 4. Experts

Utilising internal and external experts to inform our thinking and support our progression.



## 5. Connect

Providing ways we can connect with one another and enable our clients to connect with our D&I priorities.

# Five measures

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How will we know if we are achieving our aims?



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## 1. D&I targets

Achieve and continue to evolve our D&I targets against the milestones identified.



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## 2. Pulse survey

Utilise the feedback and measure our efforts against responses to our global pulse survey.



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## 3. D&I objectives

Ensure every D&I activity and initiatives is aligned to the D&I objectives in this strategy.



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## 4. Employee lifecycle data

Continue to utilise data to inform our efforts and monitor attraction, retention and promotion decisions on a quarterly basis to achieve this.



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## 5. Benchmarking and reporting

Excel in benchmarking and be able to robustly report against our non-financial reporting requirements in future annual reports.

# Our D&I Targets

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**1.** Increase the proportion of women on the Executive Board to 40% by 2025.



**2.** Increase the proportion of senior management roles held by women globally to at least 40% by 2025.



**3.** In the UK, increase the representation of ethnic minority\* colleagues across senior management to 10% by 2025.



**4.** In the UK, increase the representation of ethnic minority\* colleagues across all career bands to 13% by 2025 .



**5.** Increase Black representation overall and in senior roles to at least 3% by 2025.

Plus the Board to initiate global Gender Pay Gap reporting by 2022 (in addition, to ethnicity, publish UK pay data by disability, LGBTQ+ by 2023) and to review additional targets to include all DWF regions by end 2022.

\* Please note that this does not include white ethnic minorities.



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