

UN Global Compact Communicating on Progress Report

2020/21 | DWF Group plc

dwfgroup.com



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DWF is a leading global provider of integrated legal and business services

Across eight key sectors we deliver Legal Advisory, Mindcrest and Connected Services. This single Integrated Legal Management approach delivers greater efficiency, price certainty and transparency without compromising on quality or service.

We deliver this on a global scale through our three offerings;

Legal Advisory



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

Mindcrest



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

Connected Services



Products and business services that enhance our legal offerings.



A global legal business

+30 global locations

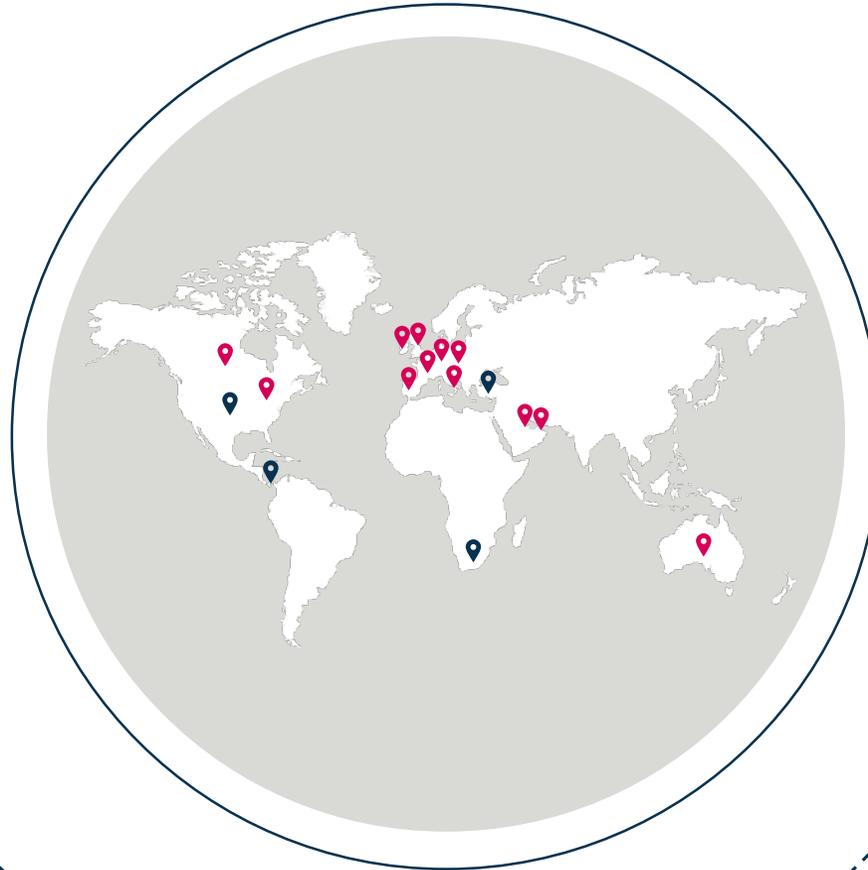


+4,000 people



4 associations

Panama, Turkey, USA and South Africa



3 offerings

Legal Advisory, Mindcrest and Connected Services



8 sectors

Consumer, Energy & Industrials, Financial Services, Insurance, Public Sector, Real Estate, Technology and Transport.



£297.2m revenue for FY20



A close-up photograph of several people's hands clasped together in a circle. The hands are of various skin tones and are wearing colorful, textured knit sleeves in shades of red, orange, teal, blue, and white. The background is softly blurred, suggesting an indoor setting with warm lighting. A semi-transparent white rectangular box is overlaid on the left side of the image, containing text.

Our purpose is to deliver
positive outcomes with our
colleagues, clients and
communities

Our values

Our values are at the heart of our culture

We are a people business. We strive to ensure that this is reflected in a positive and inclusive culture, underpinned by our values and behaviours, which helps us to retain the best talent and deliver for our clients, our communities, and each other



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 our 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.

Responsible Business

Our ambition

Our ambition is to make DWF a world leader at responsible business, mobilising our collective strength as a force for good in society to:

- Create a skilled & inclusive workforce today and for the future
- Help build and sustain thriving communities in which we live and work
- Play our part to repair and sustain our planet.

Our responsible business strategy aligns with the UN Global Compact's universally accepted business principles and our actions are prioritised to contribute to the UN Sustainable Development Goals and the UN Women's Empowerment Principles.

How we make a meaningful difference

- Operating responsibly in line with our purpose and values
- Creating and sustaining a business that is diverse and inclusive for all employees
- Empowering young people in areas with low social mobility to enter the world of work
- Raising funds to enable the DWF Foundation to provide grants to charities whose work impacts people in locations where we have a presence
- Donating our time and skills to tackle local social issues
- Minimising our impact as a low carbon and more circular business
- Ensuring a zero tolerance approach to modern slavery and human trafficking in our supply chain.

How we measure progress

As a signatory to the UN Global Compact and its business principles covering human rights, employment standards, environment and anti-corruption, we report on our progress against measurable outcomes annually.

We remain an active member of Business in the Community (BITC), the largest business-led membership organisation in the UK dedicated to responsible business. We use their Responsible Business Tracker to measure and evaluate our performance. In addition, BITC's Responsible Business Map guides our actions globally to address those issues most pressing in society and where we can make the most meaningful impact.



Sustainable Development Goals (SDGs)

17 goals to transform our world

The Sustainable Development Goals are a call for action by all countries to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection. More important than ever, the goals provide a critical framework for COVID-19 recovery.





CEO Statement

The legal industry is changing and we are setting the pace as a progressive, innovative global business.

COVID-19 has changed society and the business landscape. The challenge and opportunity now is to respond to the global call for businesses to build back better from COVID, in a way that visibly aligns to the UN 2030 Agenda. That's why it was important to me to join with other business leaders in 2020, to call on the UK Government to ensure the Sustainable Development Goals (SDGs) are at the heart of UK COVID-19 recovery plans.

For our part, participation in the UN's SDG Ambition Accelerator Initiative and a new Environmental, Social & Governance (ESG) strategy will help to scale our collective impact and ambition globally. The Board appointment of a Head of ESG and the formation of our ESG Leadership Group will oversee the effectiveness of the strategy and

governance in place and determine what further actions are needed to improve our ESG performance.

Our business thrives on empowering each other to share experience and ideas and we will continue to use our collective strength to be a force for good in society creating valued relationships with our people, our clients, our communities and our shareholders.

I am pleased to reaffirm DWF's support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption. This fifth Communication on Progress outlines the actions taken to integrate the principles into our business strategy, culture and day to day operations.

Sir Nigel Knowles

Group CEO

Human rights



Our responsibility is to respect all human rights.

Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2:

Make sure they are not complicit in human rights abuses.

Global Human Rights Policy

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. In addition, we support the UN's wider development agenda including the UN Sustainable Development Goals.

A responsible and sustainable approach to doing business is central to our purpose and in conducting our business activities, DWF respects these rights and seeks to uphold and promote them as part of the way we do business, working and collaborating with our people, communities, suppliers, charities and other appropriate stakeholders.

The way we do business is based on our values and reflects the behaviours that we want to be known for internally and externally. We run our business with integrity and want our culture and values to be at the heart of everything we do, recognising that our people not only want a great place to work, but take pride in being part of a principled business.

In 2017, we published our first Modern Slavery and Human Trafficking Statement. This demonstrates our commitment to doing business responsibly and to explaining the meaningful steps being taken.

Statement of principles

DWF respects and values the dignity, wellbeing and rights of our people and the wider community, taking action to:

- Support and promote the protection of internationally proclaimed Human Rights;
- Ensure we are not complicit in Human Rights abuses through our business relationships and supply chain management;

- Eliminate all forms of discrimination, and promote a diverse and inclusive workplace;
- Recognise the freedom of association and right to collective bargaining;
- Provide a safe and healthy workplace;
- Adopt a zero tolerance to slavery, forced labour and human trafficking;
- Minimise our environmental footprint resulting from our business operations, and promote greater environmental responsibility;
- Help protect human rights and improve opportunities for people living in the communities where we operate;
- Maintain our position as a Living Wage employer;
- Embed anti-corruption and ethical standards in our business practices.

We understand our responsibility to contribute to societal change

Trans Rights are Human Rights

At a time when trans rights are increasingly under threat, we joined 136 major UK companies in a show of support for trans communities. We added our business to a public statement to say trans rights are human rights, and highlight our support for trans colleagues, employees and clients. At the same time we went through a process with Stonewall to make all our policies gender neutral.

Black Lives Matter

It is important to acknowledge that across DWF, we know we are not where we need to be in terms of our BAME (Black, Asian & Minority Ethnicities) representation and inclusion but we have pledged to do more to move the dial and be there for our BAME colleagues, always. Through our leadership and HR policies and practices, we will focus on representation and progression, through our Affinity networks and Executive Sponsors on Race, we will build upon our efforts to

compassionately and constructively talk about these matters openly and honestly, finally through our client engagement, we will work collaboratively to tackle racial inequality.

In 2020, we signed the Race Fairness Commitment and started a conversation on Yammer (our internal social media platform) to create a space for colleagues to be made aware of the Black Lives Matter movement and anti-racism resources as well as empowering them to share their experiences.

Our Executive Sponsors wrote a blog to emphasise their support to the movement, to make it clear that racism, intolerance or violence in any form has no place in society and to acknowledge that across DWF, we know we are not where we need to be in terms of our BAME representation.

All locations were asked to set-up 'Listening Sessions' by our Chief Operating Officer, who recognised that while we don't have all the answers, our leadership wanted to

provide opportunities to compassionately and constructively talk about these matters. Sessions engaged over 800 colleagues.



Modern Slavery



Modern slavery is a crime and a violation of fundamental human rights.

It is a term used to encompass slavery, forced and compulsory labour, child labour and human trafficking.

Our personal responsibility is to not engage with any business knowingly involved in any aspect of modern slavery. This expectation is set out in our global Code of Conduct and reinforced in our Supplier Code of Conduct. The global Code of Conduct encourages colleagues to report, through our Speak Up policy and on line platform, any actions that are unsafe, unethical,

unlawful, or not in line with DWF Group policies.

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. In practice, this means:

- Raising employee awareness of the risks of modern slavery and human trafficking
- Reviewing and strengthening our supply chain risk assessment processes
- Collaborating across sectors to gain insight and share knowledge and adopt best practice.

We have a number of policies and procedures in place that reflect the way we do business and set

out expectations to all our employees. These policies visibly reflect our commitment to responsible business policies and practices that are fair, transparent and inclusive. These include:

- Human rights
- Anti-Slavery
- CSR/Sustainability
- Anti-Bribery & Corruption
- Speak Up
- Diversity & inclusion
- Dignity at work
- Ethical Sourcing

Our employment policies and pre-employment screening processes make sure that all our employees have the appropriate rights to work and are employed

in accordance with local employment legislation. We believe it is important that all employees are appropriately rewarded for the work they do and in the UK, we are accredited as a Living Wage Employer.

We are committed to maintaining an open culture with the highest standards of honesty and accountability, a culture where colleagues can report any legitimate concerns in confidence. Where the requirements of our Speak Up policy have been met, DWF undertakes to protect employees from any victimisation, harassment or bullying which may result from disclosure.

In the last 12 months we had no reported incidents of slavery or trafficking in our operations.

Managing our Supply Chain



Managing our Supply Chain

To help make more informed purchasing decisions, sustainability risk criteria, including human rights and employment practices are fully integrated into the sourcing process. We have developed a risk based approach to supplier categorisation of goods and services and introduced a modern slavery supplier risk assessment and expanded due diligence for critical suppliers.

We expect all DWF suppliers to implement a zero tolerance approach to slavery, forced labour and human trafficking and comply with all local and national laws and regulations.

Our process includes details of every Request for Proposal (RFP) participant's compliance assessed through a suite of due diligence checks, which includes a statement of compliance with our Supplier Code of Conduct and a mandatory Ethical

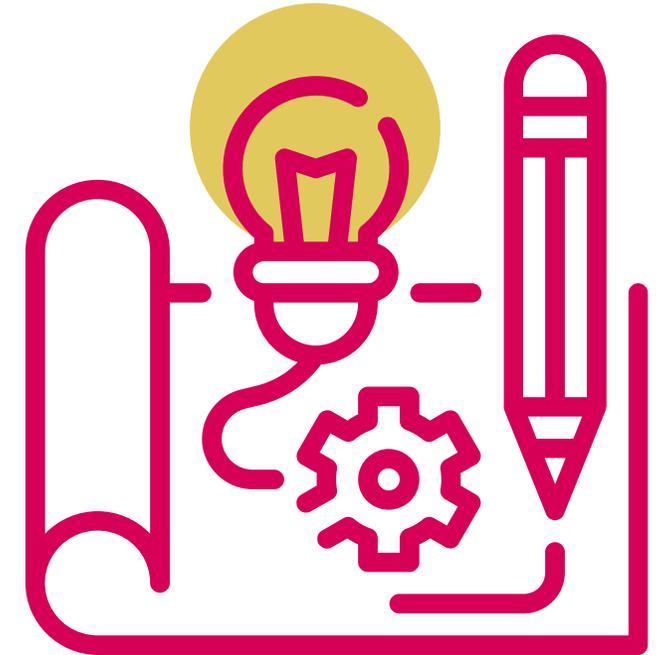
Sourcing Questionnaire response. The questionnaire assists with identifying potential areas of risk within the supply chain, and aligns to our Ethical Sourcing Policy, draws from the International Labour Organisation and the Ethical Trading Initiative Base Code, and consolidates input from other stakeholders.

If a supplier provides a non-compliant answer to our questionnaire, such as the occurrence of an employment tribunal in the last three years, or non-compliance with Modern Slavery legislation, we will act upon it, and - when it is considered appropriate - work collaboratively with our suppliers/contractors to develop corrective action plans in order to remedy shortcomings and raise standards over time. In the event that a supplier/contractor is unwilling or unable to address any identified

actual or potential issues, or an issue is identified as critical in nature, then DWF reserve the right to take rapid and emphatic steps which could include termination of any and all agreements in existence.

The majority of our direct suppliers represent a low risk of modern slavery but existing suppliers are required to sign a statement of compliance, undertaking that they have reviewed their business operations and their supply chains for evidence of any instances of slavery, forced labour or human trafficking. If suppliers are not willing to improve their performance, despite our efforts to engage and support, we may withdraw from contracts or switch to other suppliers.

In the last 12 months we had no reported incidents of slavery or trafficking from our suppliers.





Training & Awareness

In 2020 we launched our global Code of Conduct to explain simply and clearly what our responsibilities are and covers examples such as:

- Diversity and Inclusion
- Health, safety and wellbeing
- Supplier relationships
- Environmental sustainability

Our Code states that any individual involved in the procurement of goods and services must also demonstrate an awareness and understanding of DWF's Modern Slavery statement, Anti-Slavery Policy and have received training and guidance to assess the human rights and labour performance of suppliers.

We have also continued to enhance our awareness to improve understanding of modern slavery so all our employees can support in the

fight against it. Our training covers:

- The different types of criminal offences under the Modern Slavery Act
- The practical checks that should be made when recruiting new employees
- How to identify victims of slavery
- The due diligence that needs to take place when working with clients and suppliers

All new joiners are made aware of our Modern Slavery Statement and on line Training via our Induction & On-boarding Portal.

2,255 employees completed Modern Slavery Training in the last financial year.



Stakeholder engagement

We continue to collaborate with our peers, supply chain, clients and external organisations to improve our approach to understanding the potential risk of modern slavery in our own supply chains and across the industry.

On 6th March 2020, we brought members of the Greater Manchester Modern Slavery Business Network together to share our experience of addressing the risk of modern slavery in the supply chain as a legal business, to hear from DWF suppliers on their approach and to enlighten network members about supporting young victims of human trafficking.



Labour

Principle 3

Businesses should uphold freedom of association and the effective recognition of the right to collective bargaining;

Principle 4

The elimination of all forms of forced and compulsory labour;

Principle 5

The effective abolition of child labour; and

Principle 6

The elimination of discrimination in respect of employment and occupation.

We are a people business. We strive to ensure that this is reflected in a positive and inclusive culture, underpinned by our values and behaviours, which helps us to retain the best talent and deliver for our clients, our communities, and each other.

Fair Working Practices

As a global company, this means:

- Sustaining a workplace where everyone is included, valued and equipped with skills for today and the future
- Nurturing a collaborative culture to maximize the expertise and abilities of all our employees
- Maintaining workplaces that live our values and the importance of employee wellbeing
- Ensuring all our employees are treated fairly and with respect and dignity, in a safe and comfortable environment that values and promotes diversity

- Providing opportunities for dialogue, feedback as well as personal and professional growth.

Inclusive culture

We have a collaborative and inclusive culture that drives our decisions. Our Diversity & Inclusion and Dignity at Work policies make it clear that the business takes a zero tolerance approach to discrimination, bullying and harassment.

Our Diversity & Inclusion Leadership Group defines and executes our global inclusion strategy. Executive Sponsors and more than 50 senior leaders, supported by our Affinity Networks and network of passionate Diversity Champions, deliver action plans supporting gender, race & ethnicity, LGBT+, disability and Mental Health.

Age, Flexible/Agile Working and Social Mobility are woven throughout these strands.

We are building inclusivity through:

- A diverse workforce that is representative of our clients and the communities we operate in, embedding D&I throughout the employee lifecycle
- Meaningful engagement 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
- Encouraging our people, clients and suppliers to demonstrate ownership for diversity and inclusion
- Being a leading global employer on D&I and utilise benchmarking to inform our work and enable competitive advantage
- Creating and maintaining an open culture by listening and sharing our inclusion experiences and ensuring our people feel a sense of belonging at DWF



DWF Life



Culture

We are a people business. We strive to ensure that this is reflected in a positive and inclusive culture, underpinned by our values and behaviours, which helps us to retain the best talent and deliver for our clients, our communities, and each other.



Excellence

As we aspire to become the leading global provider of integrated legal and business services, excellence should be at the heart of everything we do. With excellence comes quality, and in order to embed excellence we need everyone doing quality work for quality clients.



Career Development

With clients and colleagues located across the world, our collaborative approach creates the perfect opportunity to gain broader 'hands on' experience. At DWF, defined career paths and programmes enable our people to thrive and develop both professionally and personally. In addition to more structured learning, colleagues have open access to a growing library of self-paced learning.



Reward & Benefits

We reward performance and behaviours that reflect our values and promote the success of our business. Our listing on the London Stock Exchange offers our colleagues the opportunity to own a stake in DWF, creating a genuine partnership that enables everyone to benefit from our financial performance. We provide a range of benefits that are designed to suit the health and wellbeing, lifestyle, savings and protection needs for colleagues and their families.



Work Environment

DWF is a collaborative and inclusive environment that celebrates achievements and promotes a healthy work-life balance. Connectivity is essential for building relationships internally and externally - whether this be in one of our locations or via our flexible approach to agile and home working. Working together is a key driver behind our global infrastructure where we think digital first. We continue to explore innovative ways in which colleagues can maximise flexibility, whilst delivering excellent service.

Health & Wellbeing

Our mission is to create a healthy work environment where everyone at DWF feels supported in their wellbeing and is comfortable to speak openly about it. Looking after our people's health and wellbeing is an essential part of ensuring we are all able to be the best versions of ourselves.

We want to ensure that our approach is consistent and inclusive of everyone, taking actions and promoting initiatives that directly support the needs of our people in all areas of wellbeing.

Our wellbeing committee formulates our strategic focus on four pillars of wellbeing - Physical, Lifestyle, Mental Health and Workplace Environment.

Wellbeing Champions act as points of contact and reassurance, to listen non-judgmentally, provide support and information and encourage appropriate professional and/or other help and support.

Through our wellbeing hub we provide access to wellbeing resources, guides and a range of support including, our Employee Assistance Programme and learning and development to help build resilience, empathy and mindfulness. As a signatory to the Mindful Business Charter, we are actively encouraging a culture of openness to remove the avoidable stressors in the workplace and stigma surrounding mental health.





Investment in our people

One of the ways we attract talented people to our business is by providing them with a clear strategy for their personal and career development, setting clear objectives and having regular open and honest conversations to support their progression and measure their success.

Our Values and Behaviours in action guide provides everyone with the opportunity to clearly see the positive behaviours that are expected of all

our people against each of our values and also provides our line managers and leaders with guidance on what behaviours they should look to role model and encourage in their people.

The curriculum on the DWF Academy, our global learning platform, has three programmes of live training; Foundations, Essentials and Leadership to support our people at every stage of their career. The Academy also houses skills based e-learning and our mandatory training.

2020 gender pay gap

| Employees hourly pay gap | 2017 | 2018 | 2019 | 2020 |
|--------------------------|------|------|------|------|
| Mean hourly pay gap | 24% | 23% | 22% | 21% |
| Median hourly pay gap | 27% | 24% | 23% | 24% |

| Self-Employed hourly pay gap | 2017* | 2018 | 2019 | 2020 |
|------------------------------|-------|------|------|------|
| Mean hourly pay gap | 13% | 16% | 15% | 13% |
| Median hourly pay gap | 5% | 16% | 14% | 11% |

| Combined hourly pay gap | 2017* | 2018 | 2019 | 2020 |
|-------------------------|-------|------|------|------|
| Mean hourly pay gap | 50% | 48% | 39% | 37% |
| Median hourly pay gap | 36% | 32% | 33% | 33% |

*Not Published in 2017

2020 ethnicity pay gap

| Employees hourly pay gap | 2020 |
|--------------------------|------|
| Mean hourly pay gap | 15% |
| Median hourly pay gap | 13% |

| Self-Employed hourly pay gap | 2020 |
|------------------------------|------|
| Mean hourly pay gap | -15% |
| Median hourly pay gap | -9% |

| Combined hourly pay gap | 2020 |
|-------------------------|------|
| Mean hourly pay gap | 23% |
| Median hourly pay gap | 22% |

A negative percentage figure indicates a bonus pay gap in favour of BAME colleagues

Gender & Ethnicity Pay Gaps 2020

In 2020, we published our fourth gender pay gap report and for the first time, voluntarily included details of our ethnicity pay gap.

We are continuing to making progress year on year to narrow our gender pay gap, but there is still much to do. The reduction in the combined mean pay gap for a third consecutive year is a positive indicator that our actions are having an impact.

However, the slight movement in our median pay gap is a powerful reminder that the pay gap is largely the result of having more men at senior levels in higher paid roles and a higher proportion of women relative to men in roles that fall within our

lower pay quartiles. The representation of females in our upper pay quartile has increased for the third year running. In 2020, more women than men received a bonus.

Whilst the gender pay data currently relates to UK only, (England & Scotland only regarding ethnicity pay data) we continue to implement a global Diversity & Inclusion strategy and are clear about our resolve to embed inclusive leadership at every level within our business.

Targeted Action

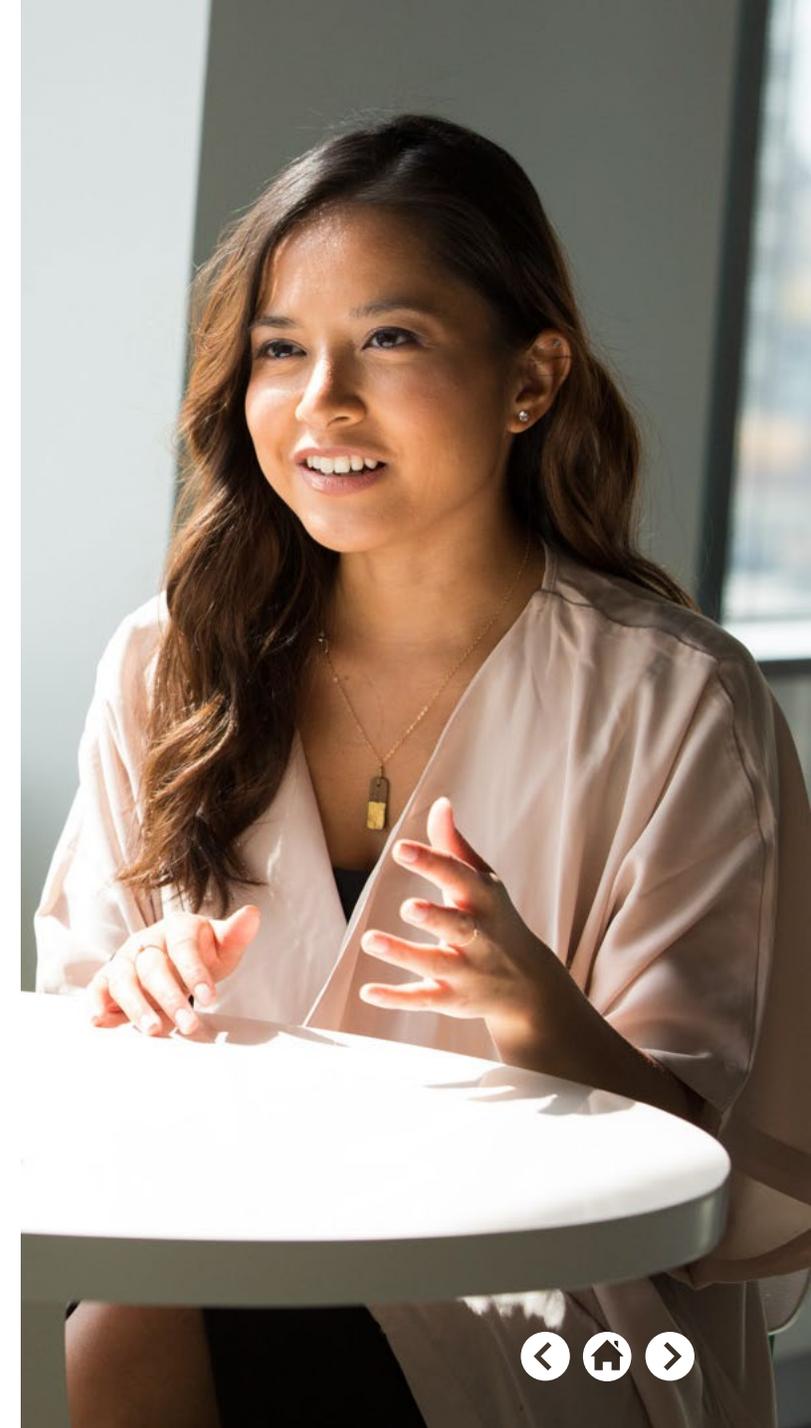
Commitment to action

Gender accountability:

- Quarterly internal reporting of gender balance of our workforce across all career levels
- Each Division is responsible and accountable for progressing a D&I action plan to address our D&I targets
- Mandatory D&I progress updates to Executive Board and Plc Board
- Publishing our Gender Pay Gap regularly
- All people managers have a D&I objective and are assessed as part of their performance review
- UN Target Gender Equality 2020 – Working alongside other trailblazing businesses to advance gender equality performance

Race accountability:

- Zero tolerance approach to racism communicated globally to all staff and stakeholders
- Public CEO pledge to move the dial on BAME representation
- Launched a diversity data campaign in Feb 2020 that has improved ethnicity disclosure rates by 25%
- Quarterly internal reporting of ethnicity representation of our workforce across all career levels
- Each Division is responsible and accountable for progressing a D&I action plan to address our D&I targets
- Mandatory D&I progress updates to Executive Board and Plc Board
- Publishing our Ethnicity Pay Gap
- All people managers have a D&I objective and are assessed as part of their performance review



Targeted Action

Commitment to action

Since the introduction of our targets, female representation at senior leadership levels has increased by 2.5%, now at 28.5%.

Since the introduction of our ethnicity targets, BAME representation across all roles has increased by 1%, now at 9%. Our BAME representation at senior leadership has increased by 1%, now at 4%.



1. The Board to maintain its current gender diversity with no fewer than three women on the Board



2. Female representation on the Executive Board to be at least 33% by 2022



3. Women to hold at least 30% of senior leadership positions by 2022, with each operating division being able to set its own targets for gender diversity in its senior leadership positions



4. Target to achieve at least 10% BAME representation across senior leadership positions by 2022



5. The Board to initiate ethnicity pay gap reporting by the end of 2020.

We Support the Women's Empowerment Principles

International Women's Day 2020 at DWF:

- 25 events across 16 cities
- Launched digital and physical pledge walls
- Over 100 pledges shared
- Collaborated with clients for a more gender equal world
- Over 400 donations to SmartWorks and Elle For Elle.

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office



Establish high-level corporate leadership for gender equality



Implement enterprise development, supply chain and marketing practices that empower women



Treat all women and men fairly at work – respect and support human rights and non-discrimination



Promote equality through community initiatives and advocacy



Ensure the health, safety and well-being of all women and men workers



Measure and publicly report on progress to achieve gender equality



Promote education, training and professional development for women



Target Gender Equality

We have continued to participate in Target Gender Equality, to help implement the Women's Empowerment Principles and strengthen our contribution to Sustainable Development Goal 5 which aims to achieve gender equality in terms of representation, participation and leadership in business globally.

In 2020, we launched a bespoke D&I mandatory e-learning module for all current and new employees at DWF. The training explains the importance of diversity and inclusion in a progressive global business and includes: What Diversity and Inclusion is; Our Global Values and Behaviours; Types of Unconscious Bias; Discrimination & Harassment; Our Global D&I Policies and Strategy; Dignity & Respect; What D&I means at DWF.

All line managers are also required to

undertake 'Inclusive Leadership Training' and we have embedded the practice of Blind CV's for all Career Level 4 roles and above (mid to senior management positions). We measure the impact by reviewing new starter demographics each quarter. Since its introduction, new starters for all senior-mid career levels have been gender balanced (50%).

Through our leadership, HR policies/practices, pay gap reporting and participation in the UN Target Gender Equality Initiative, each division is responsible and accountable to our Executive Board and Plc Board for progressing a D&I action plan in support of our targets.

We also reviewed the composition of our Key Account Client Teams to ensure female representation on 100% of Key Account Client Teams (previously 75%).

In the UK we are proud to be:

- A Times Top 50 Employer for Women
 - A Stonewall Top 100 Employer (ranked 30th) for LGBT+ employees & Bi-Inclusive Employer of the Year 2020
 - A Top 10 Employer for Working Families
 - A Top 75 Employer (ranked 40th) in 2020 Social Mobility Index
 - Disability Confident and maintaining our Leadership status
- Winner "Best Candidate Experience" Recruitment Industry Disability Initiative Awards
 - Gold Standard in the Employer Network for Equality & Inclusion's TIDE benchmark (Talent Inclusion & Diversity Evaluation)
 - A UK Living Wage Employer- We extended our Living Wage commitment to include apprentice talent from 1 May 2020





Engaging our People

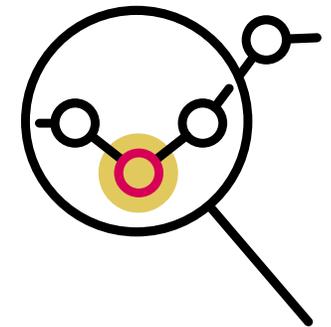
Taking our Pulse

We carry out a global Pulse survey every six months to track how well we are progressing against the things that matter most to our people.

In December 2020, our Engagement Index score dipped very slightly to 75 (76 in June 2020) – Our target goal is to achieve an Engagement Index score of 80+.

Our results continue to show that colleagues feel they can be themselves, feel treated with dignity and respect and believe their current role is a good fit with their skills. Key areas like manager support, teamwork and collaboration has improved whilst recognition shows positive progress but requires continuous focus.

In 2020, we launched our Pulse Forum, established to ensure that we listen to colleague voices within all of our jurisdictions and embed changes to enhance both our working environment and engagement with our Group strategy. The forum will assess the outcomes from future Pulse Surveys and share our actions and the progress we are making to deliver and support the initiatives to improve everyone's experience at DWF.



Engaging our People

Shaping our Culture

A key part of our Inclusion strategy is providing an opportunity for our people to be listened to and give feedback. This year we have held listening sessions across our locations, 12 online roundtables with women, three roundtables with men and two roundtables with Black, Asian and Minority Ethnic (BAME) colleagues, engaging over 1,000 colleagues in total. Our aim was to engage with female and BAME colleagues to understand their experiences and identify what more the business can do to support them, now and in the future.

Diversity Week 2020:

We celebrated our annual Diversity Week with an extensive global programme, key highlights:

- Virtually celebrated with 13 global events.
- Launched a global D&I Hub and D&I E-Learning.
- Launched our D&I Video showcasing our networks and values.
- Over 1,000 people participated throughout the week across 10 countries.

DWF Achievers

We continue to embed our digital recognition platform, 'DWF Achievers' through which people recognise each other for living our values. In 2020, 89% of our people were active on the platform and a total of 18,505 recognitions were made for a job well done – this equates to an average of 5 recognitions per person. Prior to the launch of DWF Achievers, the total number of values based recognitions averaged around 400 a year!

The Rubie Awards

The Rubie Awards are our annual global award programme which recognises and celebrates the significant contributions made by our people over the last year.

We received 593 individual Award nominations this year across 10 categories including Role Model of the Year, Community Impact and DWF Foundation Award. As we continue to navigate this most challenging of times, it is important that recognition remains central to our culture and that we celebrate each other's successes.



Environment

Principle 7:

Businesses should support a precautionary approach to environmental challenges;

Principle 8:

Undertake initiatives to promote greater environmental responsibility; and

Principle 9:

Encourage the development and diffusion of environmentally friendly technologies.

Our approach

As we continue to take a sustainable view of our business performance, the "how we do things at DWF", to integrate (ESG) environmental, social and governance principles, we will build our resilience to climate change and play our part to help repair and sustain the planet.

Working together is a key driver behind our global infrastructure where we think digital first. We support the aims of the 2015 Paris Agreement and plan to achieve full Taskforce on Climate-Related Financial Disclosure (TCFD) by 2022.



Environment

Setting Science-Based Targets

- To hold off some of the worst climate impacts and avoid irreversible damage to our societies, economies and the natural world, we must hold temperature rise to no more than 1.5C above pre industrial levels. This requires halving greenhouse gas emissions by 2030 and hitting net zero emissions by 2050
- Preliminary calculations show that we need to reduce our emissions by 46.2% by 2030 to align with a 1.5C pathway
- DWF will sign the Commitment to setting a science-based target by May 2021 with a view to having science-based targets in place by July 2021.

Building Management Strategy to reduce energy consumption

- One of the most significant environmental impacts is reliance on energy for buildings we currently occupy. We will continue to work with Building Management Teams to encourage the procurement of Renewable Green Energy across those sites that don't currently have this and to explore water conservation methods that can be introduced; including any future property expansion whether that be an office move or office space acquired during M&A activity to assist with the science-based targets set.

Waste Management Targets

- Recycle, on average, 90% of the waste produced across England, Scotland and Ireland
- Reduce single-use disposables, reducing reliance on single-use plastics and other disposables and have an ongoing programme in place to review. Remove all single-use coffee cups, bottled water, cutlery and a large number of other catering containers, as well as a number of other single-use consumables.



Embedding Environmental Standards across the Supply Chain

Our Supplier Code of Conduct sets out the key social, ethical and environmental behaviours that we want them to abide by and we will continue to work with our supply chain to develop ways to reduce environmental impacts.

- Review the environmental credentials of suppliers as part of the on-boarding process, undertake audits and review the provisions in place ensuring their appropriateness throughout the term of the contract. Examples include minimising delivery packaging and optimising recovery, and ensuring where possible that products are purchased with a recognised certification (e.g. MSC and FSC certified).

Engaging our People

- Promote environmental awareness, education and responsibility across the Group through information, initiatives and community projects, for example, the Ecobrick Initiative or the Plastic Fishing Programme/Beach Clean.
- Introduce the Carbon Literacy Project. "Carbon Literacy: "An awareness of the carbon dioxide costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisational basis".

Continual Improvement:

- Continued Certification to ISO 14001:2015 (Environmental Standard) for our English and Scottish offices demonstrating a commitment to continual improvement in performance
- Expand the scope of Certification to Northern Ireland during FY 22/23
- Achieve the Carbon Literacy Certification
- Strengthen our approach and collaboration as a member of the Legal Sustainability Alliance.

Decarbonisation Initiative:

- To engage in at least one project which provides an option for additional emission reductions beyond our science-based targets.

SDG Ambition

We are taking part in the UN's SDG Ambition, a global accelerator initiative that aims to challenge and support Global Compact companies to set ambitious corporate targets into its core business management. This programme runs from October 2020 to July 2021 and a key outcome will be aligning our decarbonisation goals with science-based targets and embedding a set of material sustainability goals delivered by 2030 to accelerate our contribution to the SDGs.





Anti-Corruption

Principle 10:
Businesses should work against corruption in all its forms, including extortion and bribery.

We take a zero tolerance approach to bribery and corruption.

Our position on the issues of bribery and corruption is clear. The offer, payment, authorising, soliciting and acceptance of bribes are practices unacceptable to DWF. We are committed to honest, ethical behaviour wherever we do business. Ethical standards must be a part of our everyday business. DWF will support anyone who refuses to offer, pay or accept a bribe or who raises genuine concerns in good faith.

Mandatory Training ensures everyone knows how to report their concerns if offered a bribe, asked to make one, or suspect another employee has or may breach our Anti-Bribery & Corruption policy.



Global Code of Conduct

In 2020, we launched our global Code of Conduct, Ethics Statement and Speak Up Policy & Helpline.

The Code reinforces our zero tolerance approach to:

- Unsafe, illegal or unethical working practices
- Discrimination, bullying and harassment
- Bribery and corruption
- Retaliation against anyone who speaks up and does the right thing

Alongside our Code of Conduct, we have carried out a thorough review of all our policies to ensure that they follow industry best practice, can be applied across the globe and satisfy legal and regulatory requirements.

Speak Up policy and helpline

We are committed to maintaining an open culture with the highest standards of honesty and accountability, a culture where colleagues can report any legitimate concerns in confidence.

Our Speak Up policy outlines the process to raise a concern about wrongdoing, safe in the knowledge that it will be investigated promptly and effectively. An independent supplier, Convercent, manages our online and phone-based system which allows colleagues to raise a concern about a genuine suspicion of malpractice or wrongdoing within the DWF Group.

DWF Business Conduct & Ethics

Our ambition is to be a world leader in responsible business

We continue to align our operations to support the UN Global Compact and its business principles covering, human rights, employment standards, environment and anticorruption.

We are also committed to playing our part in delivering on the UN Sustainable Development

Goals – 17 global goals designed to end poverty and protect our planet.

Together, we are responsible for a working environment where our values, policies and Code of Conduct are actively supported and together we must make sure everyone who works for us or with us understands the way we do business.

Together we will:

- Sustain a safe, healthy and productive place to work and do business
- build an agile, inclusive and sustainable workforce
- compete for business legally, fairly and ethically
- mobilise our collective strength as a force for good in society
- avoid situations that create real or potential conflicts of interest
- maintain our zero tolerance approach to bribery or any form of unethical inducement or payment to gain any advantage for DWF
- support the principles of Human Rights set out in the Universal Declaration of Human Rights across our global operations
- not engage in any form of human trafficking or use forced, compulsory, illegal or child labour, or knowingly work with anyone who does
- work with suppliers who share our ethical standards
- contribute to the global effort to reduce, reuse and recycle wherever possible
- encourage everyone to Speak Up if they are unsure about what to do, or concerned that our values, policies or Code are being compromised
- continue to review our operating procedures and processes to ensure we do business in an ethical, sustainable and responsible way.





DWF is a leading global provider of integrated legal and business services.

Our Integrated Legal Management approach delivers greater efficiency, price certainty and transparency for our clients.

We deliver integrated legal and business services on a global scale through our three offerings; Legal Advisory, Mindcrest and Connected Services, across our eight key sectors. We seamlessly combine any number of our services to deliver bespoke solutions for our diverse clients.

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