



Delivering positive outcomes with our colleagues, clients and communities





Inside this report

Introduction

A message from our CEO
About DWF
Highlights of 2023/24

Page 3
Page 4
Page 5

ESG & Sustainability at DWF

Introduction
ESG & Sustainability Strategy
Governance
Materiality & Stakeholders
Risk & Ethics
Human Rights
& Modern Slavery

Page 8
Page 10
Page 12
Page 15
Page 16
Page 27

Living and Breathing our Purpose

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

Page 32
Page 39
Page 48
Page 63
Page 69

ESG metrics

Introduction
Anti-Bribery, Corruption,
Fraud & Complaints
Climate Action
Colleagues
Data Protection &
Cyber Security
Diversity & Inclusion
Health, Safety & Wellbeing
Procurement
Training
Policies & ISO Certificates

Page 73
Page 75
Page 75
Page 77
Page 79
Page 80
Page 81
Page 81
Page 82
Page 83



A message from our CEO

The last year has seen some significant changes in our evolution as a leading global provider of integrated legal and business services, most notably, transitioning into private ownership with Inflexion. Throughout the process, it was clear that we both share an ambition for sustainability and ESG excellence and with Inflexion's backing, we are continuing our organic and acquisitive sustainable growth journey.

As a purpose led business, what remains constant across DWF, is our values and collective determination to deliver positive outcomes with our colleagues, clients and our communities. Throughout this report, you'll see our ongoing efforts include our focus on climate action, fostering a diverse and engaged workforce while continually improving the integrity of our data to deliver greater transparency for stakeholders.

Climate change is a profound societal challenge, and one that the legal sector has a unique opportunity to positively influence through firms' internal and external operations. DWF has had a long-standing commitment to deliver positive outcomes with our colleagues, clients and communities and as a founding member of the Legal Charter 1.5, an industry alliance promoting climate action aligned with the Paris Agreement, it is now more important than ever that our industry and others take concrete steps to work together to tackle climate change.

I am delighted by the growth of our Sustainable Business and ESG Advisory Practice over the last 12 months, which provides the opportunity for our clients to work with our sustainable business and ESG experts. The team place business goals, purpose and core values at the centre of any programme of change, and create opportunities for strategic growth and business transformation.

We are steadfast in our commitment to clear and transparent disclosure and continue to monitor developments in reporting standards, including the Taskforce for Nature-related Financial Disclosures (TNFD) and the Corporate Sustainability Due Diligence Directive (CS3D), game-changing legislation that shifts the focus from words to tangible action on ensuring environmental sustainability and the actual and potential impacts on human rights.

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.

These developments are welcome since they highlight not only the risks but also the opportunities to support our decision making and value creation plans. While this report highlights our progress over the last year, it also reflects on where there is more work to do.

We also 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.



To our stakeholders

I am pleased to confirm that DWF Group reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment, and Anti-Corruption.

In this annual report, we disclose our continuous efforts to integrate the Ten Principles into our business strategy, culture, and daily operations, and contribute to United Nations goals, particularly the Sustainable Development Goals. DWF continue to prioritise five UN SDGs aligned to our ESG & Sustainability strategy.





About DWF

Who we are

DWF is a leading global provider of integrated legal and business services, operating across eight key sectors in over 35 global locations and over 4,500 people. 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
- Sports

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, Portugal, Saudi Arabia, Singapore, South Africa, Spain and Turkey.



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 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 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.





Highlights of 2023/24

Financial Highlights

- Net revenue increased by 14%, from £380m to £435m.
- All three divisions achieved increases in net revenue.
- Insurance Services saw the fastest growth at 24%, driven in part by the successful addition of Whitelaw Twining in Canada. Commercial Services grew by 8% organically, despite a challenging transactional market, while Legal Operations also grew by 8%.
- DWF secured more than 30 legal panel appointments or reappointments including with BT, Tesco, Aspen Insurance and Cadent Gas Limited.



Strategic Highlights

Inflexion

Inflexion is a leading independent mid-market private equity house, who have invested in over 100 companies.

As a long term growth investor, the transaction to take DWF from public to private ownership has provided DWF with access to capital. This is enabling us to pursue our current strategy more vigorously by:

- enhancing organic growth through increased investment in colleagues and technology, improving the efficiency of our systems and processes and developing the ability to focus on core clients in key locations.
- supporting selective bolt-on and transformative acquisitions from our identified M&A pipeline, consistent with our ambition to strengthen our position as a truly global and diversified business.

Digital transformation – accelerated as a result of our transaction with Inflexion.

We **promoted 33 colleagues to partner**, or to a higher career level within our partnership structure.

In total, **more than 220 colleagues were promoted** across the business in our January promotions.

In addition to our internal promotions, we made a further **25 lateral hires at partner level**.

Net Promoter Score, an industry benchmark of how likely our clients are to recommend us to others, **increased to +69**.

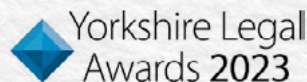
Lamp House - top 5%.

Continuing **reduction in scope 1, 2 & 3 emissions**.

The Legal 500 Northern Powerhouse Awards: **Winner ESG Team of the Year**.

Yorkshire Legal Awards 2023: **Best ESG Campaign**.

Winners



Excellence as standard





Accelerating Our Digital Transformation Programme

Reflecting our determination to introduce and embed high quality, cloud based global platforms that support our business strategy, we've been building a Digital Transformation programme to deliver the systems and processes that provides the foundation for both our Global Operating Model and for using AI effectively.



The 5 core systems are:

Bob

for HR and people data

Hubspot

for marketing and client data

Share Do

for workflows and data capture

3e Cloud

for client billing and finance workflows

PowerBI / Microsoft Fabric

for management information and business intelligence

Our first delivery was Bob, DWF's HR engagement platform. It's global, cloud-based and accessible anywhere, at any time and already live for 88% of our colleagues and is already driving efficiencies in every office, delivering a consistent experience, and can easily be developed to support our future growth plans.

In FY2024/25, we expect to accelerate our Digital Transformation plans.





ESG & Sustainability at DWF

Acting with integrity
with everything we do

Introduction	8
ESG & Sustainability Strategy	10
Governance	12
Materiality & Stakeholders	15
Risk & Ethics	16
Human Rights & Modern Slavery	27





Kirsty Rogers

Chief Sustainability Officer (CSO)

Since launching our ESG strategy, we have maintained our commitment to progressing all the UN Sustainable Development Goals, particularly those which we focus on the most – 5, 8, 10, 13 and 16.

We have accelerated our efforts on actions that result in better outcomes for our clients, a more diverse and inclusive workplace for our colleagues, meaningful community investment and a positive reduction in our scope 1 and 2 emissions on our journey to Net Zero.

Whilst we can make a difference on our own, DWF has also strengthened its credentials and impact through collaboration, working with a range of stakeholders that enable us to draw upon each other's expertise, knowledge and resources to make a difference. Examples include our participation on UNGC Working Groups, Net Zero Lawyers Alliance, Legal Sustainability Alliance and the Legal Charter 1.5.

Sustainability is not just the right thing to do, it's in our financial self-interest to get this right. To ensure sustainability becomes deeply embedded into our business, we have strengthened our ESG governance and to enable real and lasting value, we continued to operationalise ownership for delivery of the strategy across the business in FY2023/24.

An important part of this has been the development of an internal ESG Data Dashboard to support oversight at the highest levels in our business, track progress, highlight challenges and sustain momentum. We will continue with our plan to evolve and roll out ESG Dashboards across our operating divisions and locations to ensure greater transparency and accountability, as we collectively deliver on our strategic priorities.

The nature of the business we are in requires that we are skilled at creating a conversation with our stakeholders as the basis for building quality relationships. Over the last year, we have also continued to look for opportunities to engage colleagues across DWF in meaningful dialogue.



This not only encourages everyone to share in our ESG journey but creates the sense of ownership and participation which is critical to the delivery of our vision and business objectives.

We have also seen that clients want to be able to justify their choice of advisers to their stakeholders, with many asking for evidence of responsible business practices, and mandating ESG-related requirements to qualify as a supplier.

Throughout the last year, we have increased knowledge and capacity internally through the continued roll out of initiatives such as our carbon literacy training for colleagues and we are strengthening our engagement with clients through our Sustainable Business and ESG Advisory Practice. As the rest of the world works towards a more sustainable future, we can help lead the way, not just by advising clients, but also by helping to make their own businesses more sustainable.

Looking to FY2024/25 and beyond, our ability to maintain a profitable, sustainable and values led business is driven by the realisation that it's the future not the past that will define us. The integrity of environmental and social commitments is vital for addressing challenges on climate change, human rights and their impact on communities and we are well placed to raise the bar in terms of our approach to ESG and sustainability and to navigate the future with confidence.

We are asking everyone at DWF to participate in building a better business and a stronger future for us all.



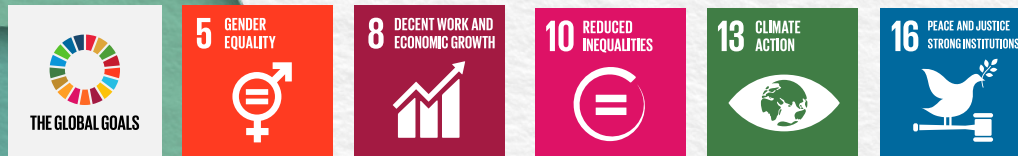


The Sustainable Development Goals

Launched in 2015, Agenda 2030 and its 17 Sustainable Development Goals (SDGs) are the only universally agreed, common global agenda to create a sustainable future. While we believe we contribute to all 17 SDGs, we continue to prioritise five goals where we can make the most impact:

- Gender Equality
- Decent Work and Economic Growth
- Reduced Inequalities
- Climate action
- Peace and Justice Strong Institutions

In March 2024, the UN Global Compact Network UK showcased DWF's support to Gender Equality in their report outlining how businesses in the UK are contributing to achieving Agenda 2030 and encouraging businesses to take a leadership role through SDG aligned policy advocacy.



5 GENDER EQUALITY

The Ten Principles of the UN Global Compact include gender equality considerations. By joining the initiative, companies commit to act in line with Principles 1, 2, and 6, i.e., supporting and protecting human rights, and more specifically eliminating all forms of discrimination in the workplace.

TIED TO PRINCIPLE 1
TIED TO PRINCIPLE 2
HUMAN RIGHTS

TIED TO PRINCIPLE 6
LABOUR

ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

Although the gender pay gap in the UK has been slowly declining, it will not close until 2033 if progress continues at the current pace. Ranging at 7.7% in 2023, the gender pay gap represents untapped potential for business innovation, growth, and profitability as greater diversity in the workplace can lead to up to 20% better business outcomes.

Gender equality can increase business productivity, organisational effectiveness, and consumer satisfaction. Furthermore, a recent study has shown that companies with a more diverse workforce outperformed their competitors, with an average 29% higher return on assets per year (2013-2022) than less diverse businesses.

Gender equality measures should be strongly embedded in wider and intersectional diversity, equity and inclusion (DEI) policies, accounting for the complex dynamics between gender and LGBTQIA+ issues, racial equity, disability rights, immigration, and more. Considering intersectionality can not only tackle structural inequalities experienced by marginalised groups but also unlock additional benefits for businesses.

Women's rights are firmly anchored in international human rights frameworks. The 1948 Universal Declaration of Human Rights determines that all people are free and equal, regardless of distinctive characteristics, such as sex. The 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) further defines discrimination against women and extends the responsibility to protect women from discrimination to non-state actors.





ESG & Sustainability Strategy

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 approach to ESG and sustainability and to navigate the future with confidence.

We are asking everyone at DWF to participate in building a better business and a stronger future for us all.

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.

- 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.



ESG Strategy

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.



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.



Climate action

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



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.

We continue to:

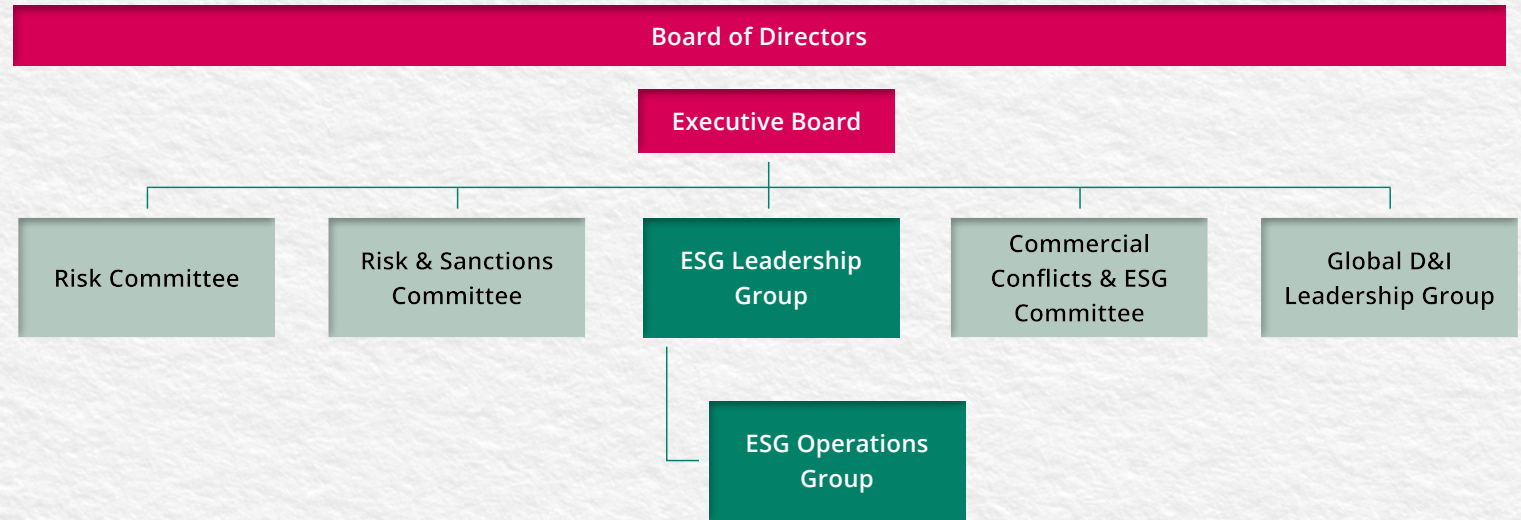
- retain a skilled and diverse workforce today and for the future whilst prioritising colleague health and wellbeing.
- deliver service excellence to support our clients with the design, development, and implementation of ESG-related risk resilient strategies.
- build and strengthen our communities through 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.





Governance

At DWF, we recognise the importance of a strong culture of compliance, ethics and integrity. The ESG & Sustainability issues most important to our stakeholders form the foundations of our ESG & Sustainability strategy, which has the engagement of and accountability from our Board of Directors, Executive Board and all levels of leadership across our business. The oversight provided by the Executive Board and its committees include our ESG Leadership Group, ESG Operations Board, ESG & Commercial Conflicts Committee and Risk & Sanctions Committee. Following the change in ownership to private equity through Inflexion, there is a new overall governance structure which is in the process of being embedded into the business.





Roles and Responsibilities

Leadership

Chief Sustainability Officer

Reports to our Chief Executive and 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 Chief Sustainability Officer is also the Chair of our ESG Leadership Group and advises the Executive Board on our progress as well as being a member of our Risk and Sanctions Committees. Reporting progress to the Executive Board is quarterly.

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

Actively challenges and champions ESG & Sustainability at all levels of the business, helps remove barriers to progress, and support the establishment of ESG policies, procedures and metrics. Members of the ESG Leadership Group include the Chief Sustainability Officer, our Head of Sustainability and Head of ESG Operations and, as a minimum, appropriate representatives from Group Legal, Finance, HR, Marketing & Communications, and Risk.

ESG Operations Group

Is responsible for the delivery of our work streams under each of our key pillars and reviews progress and best practices to then present to the ESG Leadership Group.

In the reporting period, DWF also established a new Insurance ESG committee to further embed our strategy and ensure we are supporting and engaging with our clients on these topics. In May 2024, a similar ESG Committee was launched in Commercial Services.

Commercial Conflicts Committee

Ensures 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

Reviews 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 over 130 members in 12 countries responsible for executing the Global DWF D&I strategy. We also have D&I Executive Board Sponsors for each diversity strand.





Lamp House Strategy Responsible Business Annual Report

In November 2023, DWF was recognised as the leading law firm for governance in the Lamp House Strategy Responsible Business Annual Report. We were also ranked in the top 5% overall when evaluated across key areas including people, planet and governance.

Lamp House Strategy is an insights specialist for the legal sector. Their report analyses the responsible business activity of 125 law firms headquartered in the US, UK and Canada.

We are proud to have generated an exceptional score for our transparency and work as a business to develop a culture of sharing insights into the reality of life at DWF.

The report indicated that only a minimal number of companies disclose engagement in such activities on their websites. In contrast, we have actively incorporated these measures, complemented by additional evaluations such as EcoVadis, to enhance our governance practices.



Green Print 2023

DWF received a sector leading 5 Star performance from RSGI's Green Print rating system which assesses the maturity of responsible business reporting by major international law firms.

RSGI, a global think-tank for the legal industry, focuses on relevance, sustainability, growth and innovation for law firms, in-house legal teams and law companies.

Using 10 indicators that reveal a law firm's commitment to sustainable development and transparent reporting, RSGI compared reports and data published by 180 major law firms. The aim was to identify best practice in strategy, targets and reporting.





Materiality & Stakeholders

Materiality

We undertook a mid-point review of our ESG & Sustainability Strategy to ensure that we prioritise the ESG topics that are most impactful to our business and our stakeholders – our material issues. This process included a materiality assessment that applied the double-materiality principle.

The process involved impact materiality, to assess our impact on society and the environment (Impact outwards) and financial materiality, to assess sustainability and climate impacts on DWF (Impact inwards).

Our analysis shows that our most material ESG priorities remain broadly consistent with those previously identified.

When compared to our previous assessment, Climate action, D&I, Empowering colleagues & communities and Supporting & connecting with clients remain our most material areas of focus. Our goal remains to drive improvement and track progress.

We will undertake a full review in 2025.

Methodology

We drew on multiple sources of qualitative and quantitative information including insights gathered via desk research, day to day interactions, an online questionnaire and interviews, industry collaborations and reviews of sustainability reporting covering clients, suppliers and peers.

Stakeholders

DWF regularly engages with its stakeholders to understand which ESG topics are most important to them. Through dialogue and listening, we can better understand our impacts and evolving stakeholder expectations. For this assessment, we consulted with a range of stakeholders, including DWF colleagues, our investors, our clients and suppliers.





Risks & Ethics

Risk management at DWF is an ongoing process, centred on the identification of these risks and responding to them proportionately. This requires a robust process of prioritisation in accordance with the evaluation of the risks we face and works on the premise that risk is unavoidable and exists in all organisations.

Our risk management framework ensures that our organisational approach to risk is clearly understood and effectively managed across all areas of the business. In practice, this means behaving in ways that do not conflict with our values and ESG Strategy, are aligned with the need to reduce any negative impact we may have on our planet and communities, and always in accordance with local laws and regulations.

DWF's risk appetite sets out how we balance risk and opportunity in pursuit of our objectives and risk registers are held across leadership teams in our Legal Services, Legal Operations, Business Services and Central Services functions.

In FY2023/4, DWF's Risk Committee assigned a 'cautious' risk appetite to ESG as one of our principal risks; this is tempered with an 'averse' risk appetite for criminality and non-compliance in the areas of Conduct and Ethics.

Cautious Risk Appetite

Willing to accept/tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant reward and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.

Averse Risk Appetite

Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is paramount. Activities undertaken will only be those considered to carry virtually no residual risk.

In FY2023/24, we also initiated a global policy review, aligning each policy to a Risk Taxonomy. A similar process applied to our mandatory training which colleagues will undertake on a quarterly rather than annual basis.

Mandatory training aligned to our Conduct & Ethics Taxonomy sets the tone of how we do business, and builds on those ideals of doing things right, acting ethically at all times and thinking about our moral compass. The training launched on 13th May 2024 and encompasses:

- Code of Business Conduct
- Conflict Checks
- Delegation of Authority
- Diversity & Inclusion
- Human Rights
- Modern Slavery
- Negligence Claims
- Speak Up
- Consumer Policy & Complaints
- Health and Safety Policy
- Quality Policy Statement

Our ESG Risk Taxonomy Training will launch in FY2024/25.

These compulsory modules emphasise the importance of ethical behaviour and compliance, promote the importance of transparency and integrity in our decision-making, as well as helping to maintain the trust of our colleagues, clients and other stakeholders. All Mandatory Training must be completed for a colleague to qualify for any potential remuneration schemes.



**Read of Business Conduct
& Ethics Statement here**





Risks & Ethics

ESG client policy

Our ESG Client Policy applies a risk-based approach and an ESG lens to where, what and with whom DWF does business.

It is designed to improve on the quality and consistency of our risk assessment and decision-making to lead to more informed client acceptance, on the basis of our ESG material factors, with decisions taken at a level appropriate to the sensitivity of the issue concerned.

The following sensitive areas are based on stakeholder focus, media coverage, regulations and issue trends and are kept under review:

- Gambling
- Defence
- Animal Welfare
- Adult Entertainment
- Human Rights
- Energy/Natural Resources

In FY2024/25, we will continue to develop a robust assessment framework as part of new client take on and engagement with existing clients to ensure that risk assessments and decision making remains within DWF Group risk appetite and in line with our external commitments.

Code of Conduct, Speak Up policy and helpline

By following the principles and guidance contained within the Code, our colleagues deliver on our Purpose and help sustain a work environment that is open, inclusive and fair for all, keeping integrity at the heart of our culture.

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.

Both the Code of Conduct and our Speak Up policy was reviewed and updated during the year.

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.

Reporting Standards and Frameworks

We report in line with a range of recognised external frameworks and standards:

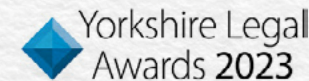
- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB)
- TCFD
- UN Global Compact
- UN Sustainable Development Goals



United Nations
Global Compact

Transparent reporting is a crucial factor in understanding business performance, so take part in annual assessments with the Carbon Disclosure Project (CDP) and Eco Vadis. As the reporting landscape evolves, we will continue to adapt our disclosures to take account of best practice in the presentation of ESG performance and data.

More information on our ESG performance is provided in the ESG Metrics section of the report.

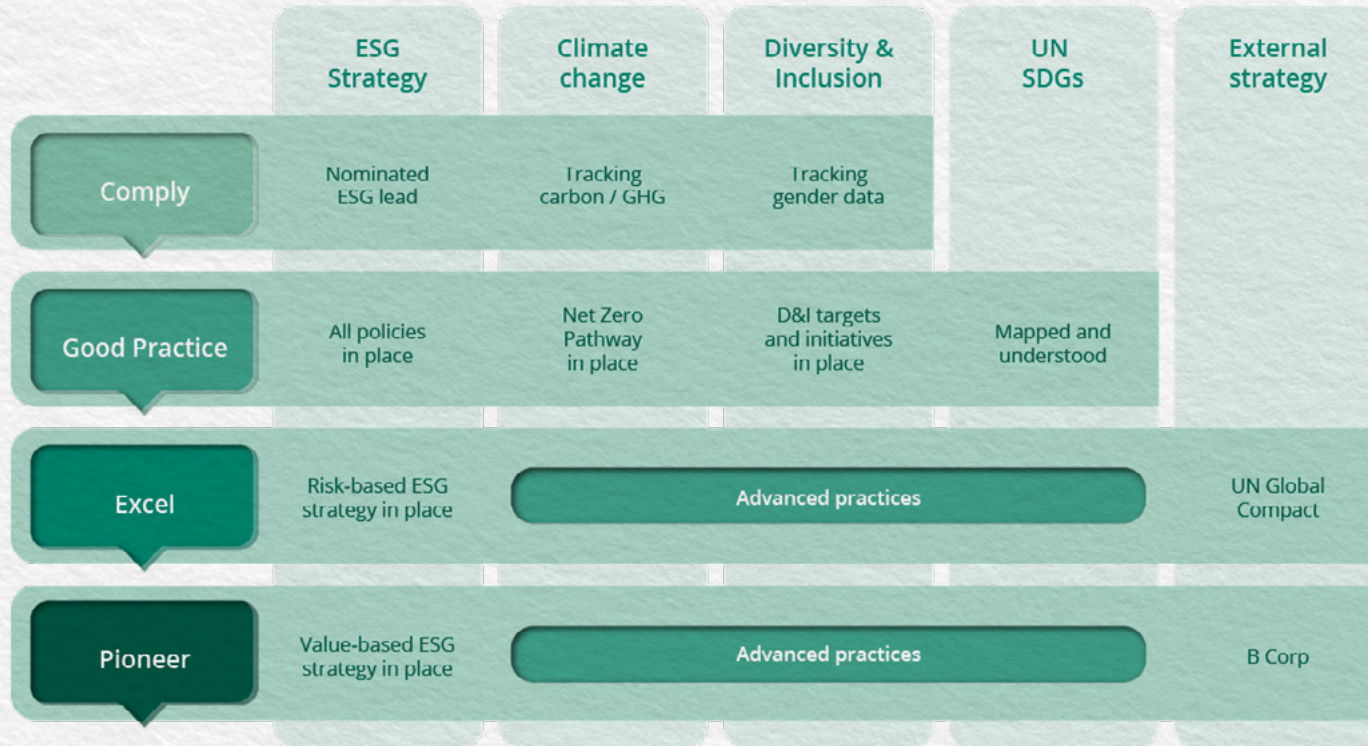


Winner in the Regulatory & Compliance category of the Yorkshire Legal Awards 2023



Risks & Ethics

Inflexion ESG Framework



To provide ongoing support to our ESG ambitions, we are assessed annually against the Inflexion ESG Framework.

In FY2023/24, we were assessed at the Good Practice level but throughout this report you will see examples of DWF delivering elements of both the Excel and Pioneer level of best practice. These include our long standing commitment to the UN Global Compact (a participant since 2016) and prioritisation of the SDG's, as well as our status as an Early Adopter of the UNGC's enhanced Communicating on Progress.





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. Here we provide our full Task Force on Climate-Related Financial Disclosures (TCFD) report.

Task Force on Climate-related Financial Disclosures

We recognise that the climate crisis will affect all of our stakeholders and has the potential to disrupt the environment in which we operate. We therefore continue to assess how climate change will impact our business, and align this work with the recommendations of the Task Force on Climate-related Financial Disclosures.

Our business model has inherent resilience to the worst physical impacts of climate change due to the nature of our operations, and we also have the agility to adapt our strategy in response to the transition to a low-carbon economy. Our approach to managing both physical and transition risk is to effectively embed climate-related risk and opportunity assessments into our broader strategic planning and risk management processes, so that our response to climate change is effectively integrated into our operations.

Our climate-related risks and opportunities analysis focussed on the potential impacts of climate change on our colleagues, clients, and communities in order to identify how these impacts might affect our ability to achieve our purpose of delivering positive outcomes with these groups. Further attention was also given to the potential impacts of climate change on our infrastructure and our consequential ability to operate effectively.

The disclosures below summarise our response to each of the 11 TCFD recommendations:

R1. Governance

a. Describe the board's oversight of climate-related risks and opportunities.

The main board has oversight and overall responsibility for ESG and sustainability, including the impact of climate-related risks and opportunities on the business. The Chief Sustainability Officer supports the main board in their assessment of these risks and opportunities by providing regular updates and presenting on all key ESG and sustainability matters, and also manages the board's training requirements. The Chief Sustainability Officer sits on the executive board and also chairs the wider ESG and

Sustainability Leadership Group, who together are responsible for ensuring that climate-related risks are embedded into the Group's overall risk management framework.

b. Describe management's role in assessing and managing climate-related risks and opportunities.

Management of climate-related risks and opportunities lies with the ESG and Sustainability Leadership Group, led by the Chief Sustainability Officer. Membership of this group comprises all key function heads, in addition to the Global Co-Head of Energy, a legal expert in the field of emerging power; energy transition; regulatory change and policy.

At each ESG and Sustainability Leadership Group meeting, updates relating to environmental and climate-related matters are discussed, and the group actively monitors progress against agreed actions to ensure it responds to climate-related risks effectively. The objectives of the group are supported by the ESG and Sustainability Operations Group, a taskforce established to manage the operational programmes designed to deliver the ESG and Sustainability strategy.

Assessment of climate-related risks and opportunities is performed by the executive board, with input from all departmental and function level risk register owners. This process covers risk assessment across both client services and central support functions. Risks are then assessed and documented within the ESG and Sustainability element of the Group's central risk register, managed by the Chief Risk Officer, and reviewed by the main board.

During the year, the group's Head of Sustainability provided training to senior leaders and the wider workforce to enhance understanding of climate change across the business. A bespoke carbon literacy course was developed in house, and during phase one of the roll out it has been completed by 487 colleagues, with further roll out being progressed in the new financial year. Additionally, workshops have been held with legal teams in England and Wales to enhance their understanding of the applicable Law Society's guidance on climate change. An ESG and Sustainability hub was created on the global intranet to provide further insight into the firm's response to climate change, accessible to all colleagues.





Climate related risks and opportunities

R3. Risk management

a-c. Describe the organisation’s processes for identifying, assessing and managing climate-related risks, and their integration into overall risk management.

Climate-related risks are identified, assessed and managed as a component part of the Group’s overall risk management process. In addition to the integration of climate-related risk into this process, specific discussions are held annually with each risk register owner to assess developments in climate risk that may impact their area of oversight. In response to these discussions, the Chief Sustainability Officer liaises with the Chief Risk Officer to advise the executive and main boards on the potential impacts of any risks identified and the potential mitigative actions required over the short, medium and long term. This process allows the main board to incorporate the climate risk assessment into its overall strategic planning process.

R2. Strategy

a-b. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term, and the impact of these on the organisation’s businesses, strategy and financial planning.

The strategic implications of the risks and opportunities identified as part of the Group’s assessment are summarised in the table below. As outlined above, we have also classified these risks and opportunities according to their potential to impact our infrastructure, colleagues, clients and communities; in order to identify where they may impact our ability to deliver positive outcomes in line with our core purpose. The risks and opportunities identified have been considered in the context of their potential impact over the short term (1-3 years), medium term (3-10 years) and long term (10+ years). These time frames align to those used in the context of the group’s broader strategic planning process.

Table One

Climate impact	Impact categories & time frame	Description	Strategic implications
<p>1. Physical:</p> <p>Disruption to IT infrastructure in extreme weather events.</p>	<p>Clients Infrastructure</p> <p>Medium term</p> <p>Long term</p>	<p>IT infrastructure is critical to the Group’s ability to operate. This infrastructure is partly reliant on physical data centres, and depends on a reliable power supply. It is therefore exposed to the consequences of extreme weather events, which could result in business disruption via power failure, flood or loss of cooling.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> • Most personal IT hardware & equipment is portable and therefore can be more easily protected from physical disruption than integrated assets. • The Group is transitioning from data centres to SaaS and Cloud Platforms, which will significantly reduce the risk of disruption by extreme weather events. The cloud-based services utilised are hosted within Microsoft’s cloud infrastructure, for which Microsoft has industry leading mitigation plans in the event of disruption. • Our global presence means colleagues are primarily based in similar jurisdictions to our clients. Therefore power failure caused by extreme weather is likely to simultaneously impact client and internal operations, implying a mutual acceptance of flexibility around service delivery timelines. <p>Opportunity potential: N/A</p>



Climate impact	Impact categories & time frame	Description	Strategic implications
<p>2. Physical:</p> <p>Impact of extreme weather events on offices and home working environments.</p>	<p>Colleagues Clients Infrastructure</p> <p>Medium term Long term</p>	<p>Office premises and colleague homes are exposed to extreme weather events, especially those in higher-risk geographies. This could result in disruption to our colleagues working remotely or in offices, and to our support services. This could impact our ability to service our clients effectively.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> A large portion of our operations are based in the UK, which is less exposed to the most severe physical impacts of climate change in the short to medium term. Whilst periodic flooding and overheating are likely to cause temporary disruption, the geographic spread within the UK and flexibility of hybrid working provides resilience against the risk that we could not continue to service clients. The work that is performed in our more highly exposed locations, such as our Indian office, is not exclusively delivered by teams who work there. The services they deliver are also performed by teams in Europe and Canada, which allows us to plan for effective business continuity in the event of climate related disruption. As part of the firm's digital transformation plans, the reliance on specific locations for these activities to be delivered is significantly reducing over time. In our more highly exposed client serving locations such as Australia, we anticipate that the loss of productivity would manifest itself as reduced output and lack of billing potential over a period of weeks. In the short term this does not constitute a material portion of group revenue and therefore is a risk that can be reasonably built into financial budgets and forecasts as a contingency, and is being closely monitored in the context of future growth plans. DWF does not own its office premises and therefore would not bear any direct financial cost of retrofit or repair from damage. It is likely that the associated cost and insurance premium impact will be built into rent increases by landlords, and therefore would be built into financial budgets and forecasts accordingly. <p>Opportunity potential: N/A</p>
<p>3. Physical:</p> <p>Impact of extreme weather events on offices and home working environments.</p>	<p>Clients</p> <p>Medium term Long term</p>	<p>The ongoing operational effectiveness of the Group's clients is vulnerable to disruption from extreme weather events. Some clients will be significantly exposed due to either their location in higher-risk geographies, or where they have value chains that are at high risk of disruption. Insurance industry clients are likely to see significant impacts of extreme weather events on their risk assessment and claims processes.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> We have reviewed our portfolio for clients who will be more highly exposed to physical risk, to identify which of our services may suffer reduced demand as a result. This review focussed on the core sectors that we provide services to, and identified that the diversity of our offering provides a natural hedge whereby physical impacts on some clients that could pose a risk to revenue streams are largely outweighed by impacts on other clients that will trigger a greater need for our integrated legal services. <p>Opportunity potential:</p> <ul style="list-style-type: none"> Client proposition in the insurance industry: we are working closely with our insurance clients as they continue to adapt their strategies in response to climate change. Their need for reliable legal services throughout this transition is expected to increase. The Group is working closely with key insurance clients to ensure that it is well placed to support them in the future, and is therefore securing its revenue pipeline from these clients. Cost saving and carbon footprint reduction: As clients experience the impacts of more volatile weather conditions on their ways of working, the requirement for agile working and a reduced expectation for travel is likely to decrease and result in cost and carbon footprint savings.



Climate impact	Impact categories & time frame	Description	Strategic implications
<p>4. Physical:</p> <p>Impact of extreme weather events on our supply chain.</p>	<p>Communities</p> <p>Medium term</p> <p>Long term</p>	<p>The Group's supply chain may experience disruption based on environmental and geopolitical factors inhibiting effective delivery of goods and services to DWF. This could impact the ability of the Group to deliver client services, and could cause supply chain cost inflation.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> As a professional services business our model is inherently resilient to disruption in its physical goods supply chain. Therefore the Group could effectively deliver its core legal services if its supply chain was disrupted temporarily. The group continues to operate a model of strong diversification in its supply chain, therefore there is not significant reliance on a single provider, mitigating the risk of disruption. The impact of cost inflation is built into the group's strategic financial planning process and therefore exposure to this risk is low. <p>Opportunity potential: N/A</p>
<p>5. Physical:</p> <p>Impact of changing climate on strategic plans for expansion through merger and acquisition.</p>	<p>Colleagues</p> <p>Clients</p> <p>Medium term</p> <p>Long term</p>	<p>The Group's strategic growth plans could be limited if expansion into new territories is not viable due to heightened climate risk of highly exposed locations.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> The Group's strategic growth plans are informed by a comprehensive process of due diligence that is applied to any potential target acquisition. Long term risk related to jurisdiction-specific factors is central to this process. The ownership structure of the group enhances this risk mitigation process due to the additional due diligence applied by its owner/investor. <p>Opportunity potential:</p> <ul style="list-style-type: none"> If the group focuses its growth plans on locations that are inherently less exposed to climate change risk, there is strong potential for positive financial returns.
<p>6. Transition:</p> <p>Increased societal expectation around climate action and its impact on talent.</p>	<p>Colleagues</p> <p>Short term</p> <p>Medium term</p>	<p>Our colleagues are key to the future success of the Group. To continue to attract and retain talent we must take meaningful action and be a leading player within the legal sector in our response to the global climate emergency.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> The Group has publicly disclosed its commitment to climate action and has a robust carbon reduction plan. It has also increased its engagement and education activities to upskill colleagues in carbon literacy. This commitment is a key factor in mitigating the risk of failing to attract and retain talent. <p>Opportunity potential:</p> <ul style="list-style-type: none"> The strong commitment from the group in respect of climate action is likely to boost talent attraction and retention. This will drive quality of client service and therefore help to secure revenue generating opportunities, and will also reduce attrition and associated recruitment costs.



Climate impact	Impact categories & time frame	Description	Strategic implications
<p>7. Transition:</p> <p>Brand and reputational risk and opportunity in response to the increased societal expectation around climate action.</p>	<p>Colleagues Clients Communities</p> <p>Short term Medium term</p>	<p>The DWF brand and reputation are impacted by action taken by the Group in response to the climate emergency. Additionally, our association with clients who do not commit to climate action could undermine the carbon reduction commitments we have made and put the group at risk of greenwashing. This has the potential to impact revenue.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> The Group has publicly disclosed its commitment to climate action and has a robust carbon reduction plan to secure its reputation in respect of environmentally responsible behaviour. The Group has a client take on policy process to reduce the risk of acting on behalf of clients who do not commit to climate action. <p>Opportunity potential:</p> <ul style="list-style-type: none"> The public commitments the group has made to climate action increasingly attracts clients who are scrutinising their supply chains and prefer to work with firms who can support their own carbon reduction ambitions. This has the potential to be a significant competitive advantage and deliver associated revenue generating opportunities.
<p>8. Transition:</p> <p>Transition to a low carbon economy triggers market shifts and changing client expectation for products and services.</p>	<p>Clients</p> <p>Medium term Long term</p>	<p>As clients adapt their business models in response to the transition to a low carbon economy, their requirement for legal and advisory services will change accordingly. Failure to align our client offering to changing commercial need risks loss of revenue, but timely and relevant new product development will be a competitive advantage.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> We have reviewed our key client base across the main sectors we operate within to assess how their needs will change in response to climate impacts. This assessment concluded that as these clients adapt their models, their fundamental need for our core legal offering will remain unchanged and therefore our model is inherently resilient to this risk. In order to keep our core offering relevant and effective we are continuing to educate all our colleagues on the causes and impacts of climate change to ensure they are well placed to incorporate these factors into their advice. <p>Opportunity potential:</p> <ul style="list-style-type: none"> We have engaged with our clients to better understand how the significant socio-economic change caused by the transition to a low carbon economy will impact them. This demonstrated that in many cases their need for integrated legal and advisory services will increase during the transition. There is an emerging pipeline of significant regulatory change in relation to climate change and the response by businesses. This change aligns strongly to our core offering and will provide significant revenue generating opportunities. We have increased headcount and expertise in our existing well established offering to the Energy & Natural Resources sector which is well placed to facilitate the transition. We are continuing to grow our Sustainable Business and ESG advisory practice to support clients navigate their own response to climate change and the associated regulatory landscape. We are effectively positioned to deliver revenue growth in this area due to a combination of expertise and strong reputation, established through our own commitments to climate action. Our talent pipeline and succession planning focusses on ensuring the group has the expertise to deliver competitive services from industry leading talent within a low carbon economy.



Climate impact	Impact categories & time frame	Description	Strategic implications
9. Transition: The transition to a low carbon economy negatively impacts clients who are unable to transition effectively.	Clients Long term	Revenue generating opportunities may be limited from clients who do not effectively transition to a low carbon economy. Where this causes a threat to their viability, or a significant financial downturn, the potential for revenue generation from these clients will be compromised.	Risk resilience & mitigation: • Within our client base, there is limited reliance on clients whose viability is challenged by a transition to a decarbonised economy, in particular the energy and aviation sectors. Within our energy and natural resources practice, the majority of our work focusses on renewable energy and the transition to low carbon fuel, which offers significant growth potential. Opportunity potential: N/A

The strategic review has demonstrated that our business model is inherently resilient to the worst physical impacts of climate change, and well placed to realise the benefit of opportunities it presents. Further verification of this has been provided by the application of scenario planning.

c. Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2 degree or lower scenario.

The two scenarios used to assess the resilience of the Group to the impacts of climate change provide effective illustrative cases of the most extreme conditions that could arise. By considering these two extreme cases, the Group can effectively plan for mitigative actions that demonstrate the most prudent response to the potential impacts of climate change on its business model. These scenarios, and indicative conditions are summarised opposite.

	Scenario 1	Scenario 2
Temperature rise above pre-industrial levels	1.5 degrees	4 degrees
Description	Greenhouse gas emissions reduction aligned to the goals of the Paris Agreement to reach net-zero by 2050.	Limited greenhouse gas emission reduction resulting in 4 degree warming by 2100.
Indicative physical conditions	More frequent extreme weather events, causing periodic disruption triggered by flooding, extreme heat, drought & storms.	Permanent volatility in weather causing continued disruption triggered by flooding, extreme heat, drought & storms.
Indicative socio-economic conditions	<ul style="list-style-type: none"> • Significant decarbonisation policy & regulation • Significant investment focus in low carbon assets and infrastructure • Wide-spread societal behavioural change • Rapid business-model transformation to adapt to a low carbon economy. 	<ul style="list-style-type: none"> • Policy change limited to reactionary and short term response • Wide-spread displacement of populations and associated conflict • Limited business-model change leading to reactive response to the transition.



Table Two

Rating	Risk exposure	Rating	Opportunity potential
1	Strong mitigation potential, unlikely to impact strategic progress	A	Material financial return
2	Good mitigation potential, immaterial impact on strategic progress	B	Immaterial financial return
3	Low mitigation potential, material impact on strategic progress	C	Unlikely to generate financial returns

Climate impact	Classification		
		Scenario 1	Scenario 2
1. Disruption to IT infrastructure in extreme weather events	Risk	1	2
	Opportunity	n/a	n/a
2. Impact of extreme weather events on offices and home working environments	Risk	1	3
	Opportunity	n/a	n/a
3. Impact of extreme weather events on clients and their operations	Risk	1	2
	Opportunity	B	B
4. Impact of extreme weather events on our supply chain	Risk	1	2
	Opportunity	n/a	n/a
5. Impact of changing climate on strategic plans for expansion through merger and acquisition.	Risk	1	2
	Opportunity	A	B
6. Increased societal expectation around climate action and its impact on talent	Risk	1	1
	Opportunity	A	B
7. Brand and reputational risk and opportunity in response to the increased societal expectation around climate action	Risk	1	1
	Opportunity	A	B
8. Transition to a low carbon economy triggers market shifts and changing client expectation for products and services	Risk	1	1
	Opportunity	A	C
9. The transition to a low carbon economy negatively impacts clients who are unable to transition effectively	Risk	1	2
	Opportunity	n/a	n/a



Climate Related Risks and Opportunities

Strategic impacts - conclusion

The Board concluded that the Group is well placed to deliver its broader strategic objectives in the face of climate change by: continuing to effectively integrate its assessment of climate related risks into its overall risk management process; and continuing to innovate and adapt its integrated legal services to meet the changing needs of clients as they adapt to the transition to a low carbon economy.

It also recognised that to effectively manage these climate-related impacts, it must continue to educate and engage all colleagues to consider climate change in the context of their individual roles and responsibilities, so that the group is well placed to respond to the volatility that climate change will cause within its operating environment.

R4. Metrics and targets

a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

We are committed to supporting the global transition to a sustainable low-carbon economy and our ambition is to achieve Net Zero greenhouse gas ('GHG') emissions ahead of the UK Government's target of 2050, aligned to the goals of the Paris Agreement. This action ensures we play our part in the collective effort to mitigate the worst climate-related risks noted above by reducing the impact of climate change on society globally.

Our key metrics are therefore the Group's GHG emissions and, in setting targets, we have committed to reduce our emissions in line with the SBTi's recommended 1.5°C pathway.

b. Disclose Scope 1, 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.

The Group measures Scope 1, 2 and 3 emissions which are summarised on page 76.

c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

Our near term targets are to reduce Scope 1, 2 and 3 greenhouse gas emissions by 50% by 2030 against a 2019 baseline. These targets were validated by the SBTi in June 2022. During the year we have refined the processes around our scope 3 data collection to increase visibility of our total value chain emissions. This process has been key to facilitate a more comprehensive assessment of the action required to set a net zero target imminently. More detail on the action being taken by the Group in achieving these targets can be found on pages 69 onwards.



Human Rights & Modern Slavery

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 as a participant in the United Nations Global Compact, continues to 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.



Read our updated Human Rights Policy Statement here

Through our membership of the UNGC UK Network, we are participating in the Business & Human Rights Accelerator, a six-month programme that encourages peer learning and activates participating companies of the UN Global Compact across industries and regions to move from commitment to action on human rights and labour rights.

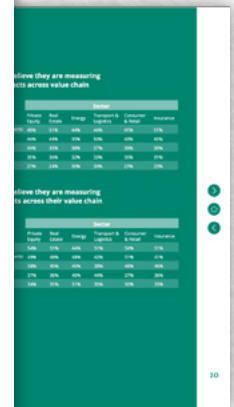
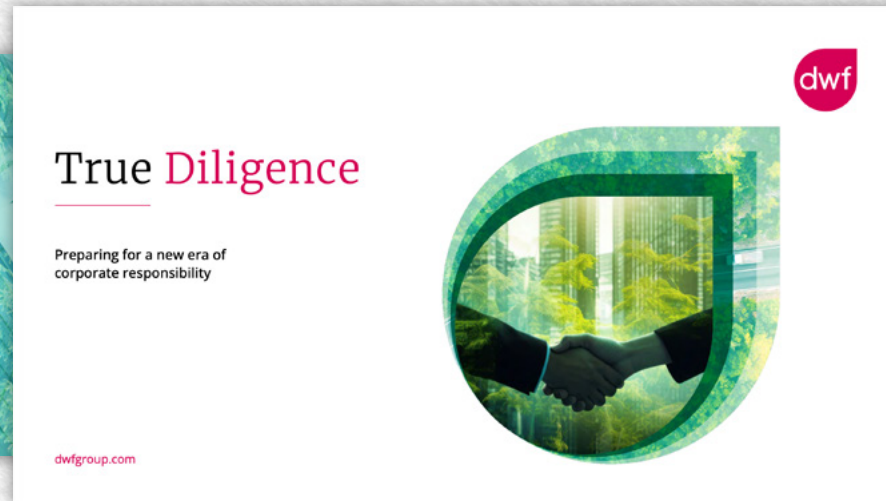
True Diligence

As we enter a new era of corporate responsibility which elevates human rights and the environmental impacts of business to an unparalleled position of significance we continued to engage our stakeholders through our True Diligence – the new era of corporate responsibility series.

Central to the challenges and accelerators for businesses to meet a new era of corporate sustainability, including the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct, and the forthcoming EU Corporate Sustainability

Due Diligence Directive (CS3D), we launched our inaugural report on human rights and environmental impact due diligence.

We surveyed 1200 C-Suite Leaders' preparedness for the human rights and environmental impact due diligence across France, Germany, Italy, Poland, Spain and the UK, covering six key sectors (consumer and retail, energy, insurance, private equity, real estate, and transport & logistics).





Human Rights & Modern Slavery

Key findings from the report

Our key findings covered four key themes: mind the integrity gap; chain (re)action; the realities of regulation and the road ahead.



Mind the integrity gap

Organisations are under increasing pressure to prioritise multiple, often competing elements of sustainable business simultaneously



Chain (re)action

'True diligence' requires businesses to assess environmental and human rights impacts across their entire value chain



The realities of regulation

Businesses face a tsunami of incoming sustainability-related regulation to comply with. Identifying priorities and planning ahead will be increasingly important.



The road ahead

The expectations on businesses to act sustainably

We discovered that when it comes to measuring an organisation's environmental and human rights impacts, there is an integrity gap between what businesses commit to do and what they actually do. 6 in 10 C-Suite Leaders say their business needs clear regulation to drive immediate action when it comes to addressing its impact on climate change, the environment and human rights.

The report shows that only **27%** of leaders understand how the new EU Corporate Sustainability Due Diligence Directive (CS3D) applies to their business and **57%** predict most businesses will not be CS3D-compliant by 2030.

While **72%** of C-Suite Leaders say environment is embedded in their organisation's core strategy, only **62%** say they measure greenhouse gas emissions as part of their due diligence process, and less than half measure nature and biodiversity loss. Similarly, **68%** say human rights are embedded in their core strategy yet only **14%** have sought to identify modern slavery.

On 1st May 2024, we launched a free tool for organisations to self-assess their readiness for CS3D.

An automatically generated RAG report is designed to target their efforts on preparing for effective CS3D implementation by identifying high priority risk areas for action. Questions are disaggregated by human rights and environmental sustainability across five key themes: identifying and assessing impacts; ensuing an enabling policy framework; action planning; stakeholder engagement and governance and accountability.

Once a critical mass of businesses have used the self-assessment tool, we will also be able to share insights across sectors and triangulate these findings with our True Diligence Report. Businesses will be encouraged to undertake a second self-assessment to measure their progress.

27%

of leaders understand how the new EU CS3D applies to their business

57%

predict most businesses will not be CS3D-compliant by 2030.

72%

of C-Suite Leaders say environment is embedded in their core strategy





Human Rights & Modern Slavery

How we approach modern slavery and human trafficking

We recognise that we have a responsibility to both respect human rights and to positively impact human rights across our value chain.

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 Code of Conduct and reinforced in our Supplier Code of Conduct.

DWF is committed to promoting effective mechanisms for all stakeholders to report any suspected violations of our policies.


 **Read our latest 2024 Modern Slavery Statement here**

Sustainable procurement

Our goal remains to build trust and open relationships with our supply chain and work together to develop our approach to responsible sourcing and sustainable procurement.

In 2023, we reviewed and updated our Procurement Policy, Procurement Procedures and Supplier Code of Conduct, which together form DWF's Procurement Framework. Ethical sourcing questions and statements are also included in the process, enabling us to understand the composition of our supply chain and to identify potential ESG risks and opportunities.

Once onboarded, suppliers are re-assured every three years as per our Procurement Policy but if new risks are identified as part of our ongoing supply chain management, re-assurance may be required sooner.

 **Read our Supplier Code of Conduct here**

In FY2024/25, we will undertake an audit of our supply chain, initially UK suppliers. We anticipate this will improve the quality of our data, better categorisation of our suppliers and result in a significant reduction in the numbers of suppliers within in our value chain.

Throughout this exercise, we will remain cognisant of the impact that minority owned businesses, social enterprises and small businesses have in terms of their economic contribution to local communities, as well as their capacity to deliver positive outcomes for DWF through innovation and efficiency.

Investing in Global Security

The opening of our new Security Operations Centre (SOC) based in Pune marks a key milestone as part of our ongoing commitment to cybersecurity. The centre will monitor, manage, and mitigate threats, 24/7 and as advancements in technology continue to develop at pace, this state-of-the-art centre will stay ahead of the game and manage risks to the business or our clients' data.

The centre has a global reach and provides a consistent standard of security and protection wherever we work or do business.

Insurance Industry AI Code of Conduct

DWF played a key role in developing a code of conduct for the use of AI in the insurance industry.

Our Head of Insurance Business Services, Simon Murray is one of seven steering committee members and engaged with the wider group of 127 experts to launch the initiative which aims to establish and uphold the highest standards of behaviour and ethical responsibility for the use of AI in the management and settlement of insurance claims. A part of the code involves governance mechanisms to define and manage compliance when designing and implementing claims management systems and processes. It helps to ensure that decisions and actions involving AI in claims are not only recorded and auditable, but are also ethically justifiable.



“As technology, and in particular artificial intelligence, continues to shape our societies and influence our daily lives, adherence to the principles established in the Code becomes paramount.”

Simon Murray, Head of Insurance Business Services, DWF





Living and Breathing our Purpose

Our ESG & Sustainability strategy in action

Climate action	32
Diversity & Inclusion	39
Empowering colleagues and our communities	48
Supporting and connecting with our clients	63
Our performance	69





Climate Action

Introduction from Abi Duff-Walker,
Head of Sustainability

Responding to the climate crisis is a core priority of our strategy, as we recognise its potential to have far-reaching impacts on our colleagues, clients and communities. Our approach to climate action therefore focuses on embedding this challenge into our broader strategic decision-making processes and business operations, whilst simultaneously aligning our personal priorities to global efforts to tackle it.

The Paris Agreement continues to guide our efforts to help limit global temperature rise to within 1.5°C and our near-term Science-based targets, externally verified by the Science Based Targets initiative (SBTi), form a crucial foundation for our net-zero ambitions. These targets focus on reducing our emissions across Scope 1, 2 and 3 by 50% by 2030.

In this decade of action, all businesses will be going through major transformations to decarbonise. Our operational carbon reduction plan focuses on the areas of our operating model that contribute the most to our

carbon footprint: our offices and associated resource use; business travel; and the purchase of third-party goods and services.

As we assess the challenges and opportunities that will direct the effective delivery of a more detailed plan to net zero, work continues to refine our Scope 3 data sets.

We align to the SBTi guidance on Net Zero for business, and therefore are focussed on reducing our emissions by 90% from the baseline year before using carbon credits to remove the impact of the residual 10%. The complexity of our operations has presented a challenge to producing globally consistent carbon emissions data for our whole organisation to date, and therefore we have prioritised refinement of this data before finalising our Net Zero target. This work is nearing completion, and our ambition is to set a date for Net Zero in FY2024/25, whilst finalising a robust operational plan to deliver it.





Our Climate Action Strategy

Reducing our carbon footprint



- Travel
- Procurement
- Property & facilities

Data integrity



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

Compliance & external reporting



- TCFD disclosures
- Monitoring Science Based Targets
- Continued reporting under CDP

Compensating for our impact

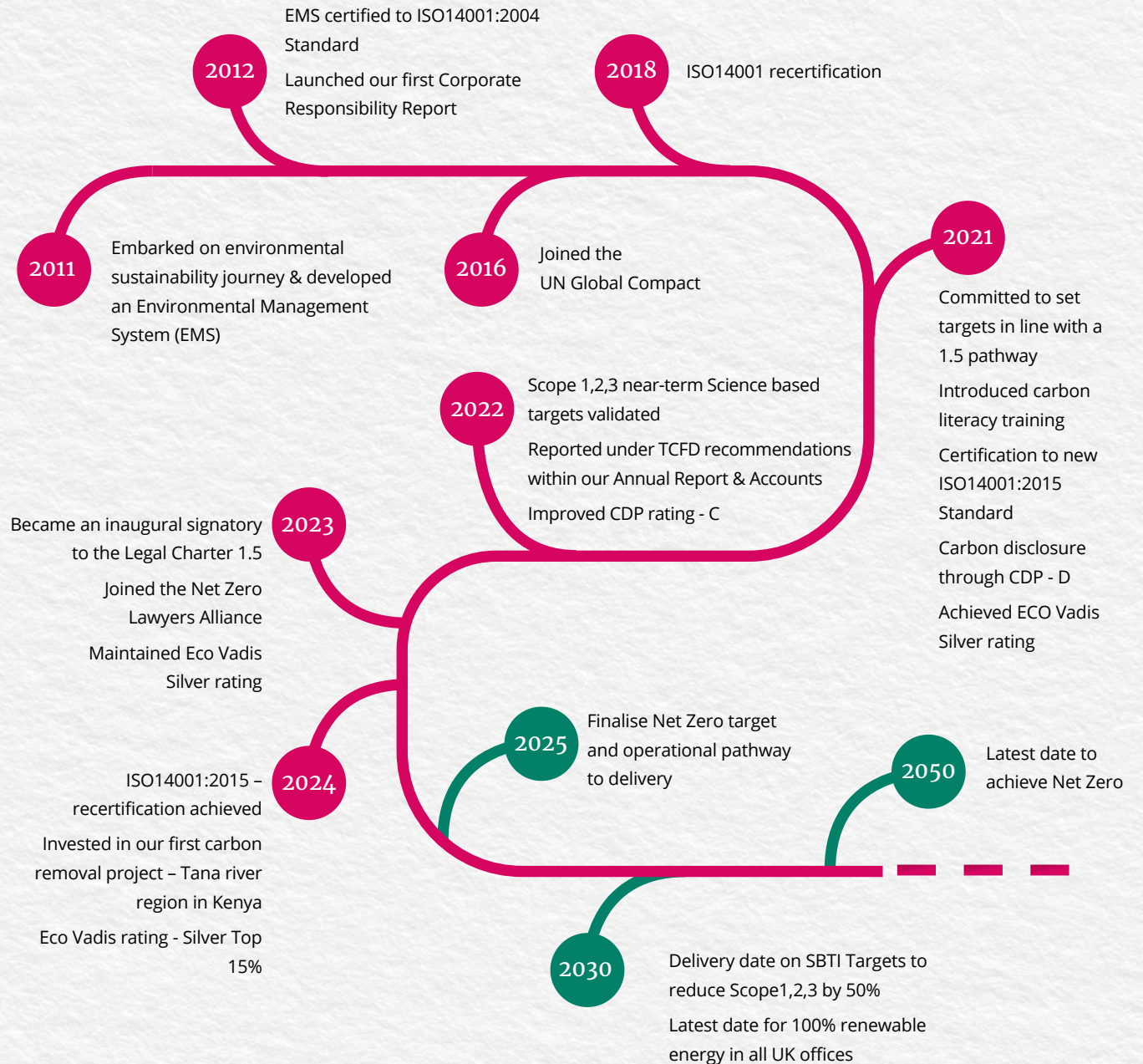


- Commitment to carbon offset and removal
- Dedicated focus on environmental volunteering & grants

Client commitments



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





Environmental Management

Our Environmental Management System is based on the International Standard EN ISO 14001:2015. The standard ensures that we manage our environmental impact efficiently, comply with relevant environmental legislation and regulations and minimise our environmental impacts wherever possible.

In March 2024, we successfully retained our certification for a further three years and expanded its scope to include our Belfast office. Whilst certification is for our offices within the UK we expect all our colleagues to follow our environmental policies and procedures. We are working towards bringing Dublin into scope within this certification cycle.

Given a significant portion of our environmental impact occurs indirectly through our supply chain, we continue to focus on sourcing goods and services from suppliers with strong environmental principles. 100% of paper purchased is FSC certified, and our policies ensure that stationery, packaging and other materials are managed in line with the principles of a circular economy whilst taking a cradle to grave approach to waste management.

Additionally, we continue to comply with the requirements of the Streamlined Energy and Carbon Reporting (SECR) framework.

Energy Efficiency

One of the most significant environmental impacts of our physical footprint is reliance on energy to run office buildings. Our UK offices are exclusively supplied with renewable energy, and we continue to work with building management across our portfolio to encourage the procurement of renewable energy globally.

We continue to comply with ESOS (Energy Savings Opportunity Scheme) reporting requirements and our energy reduction plan ensures that we continually assess how we can reduce energy consumption through heating and cooling set points, LED/PIR lighting and automatic computer power downs.

As we accelerate our digital transformation plans and leverage cloud-based infrastructure that is optimised for energy efficiency, we will eliminate many duplicate systems and the inefficient storage of data that consume electricity and generate heat. This will also reduce the need for physical servers, hardware, and cooling systems that require further resources and maintenance.

As part of our commitment to agile working, we are also partnering with a distribution expert to minimise the footprint of our equipment delivery process to our colleagues globally. The delivery service will use fractional delivery infrastructure, which means we share the delivery vehicles and routes with other businesses, reducing the number of trips and emissions. The delivery service will also use smart packaging and tracking systems, which will minimise the waste and loss of materials.

Headlines



90%
of waste on average recycled



76%
of our estate currently
utilising renewable energy



90%
reduction in print
(paper) volumes since 2019

Earth Hour

We supported Earth Hour, a global initiative with more than 190 countries participating in switch-off events and activities, to show their support for nature and climate.





Current Sustainable Building Certification

Certification	Rating	DWF Location
BREEAM (Building Research Establishment Environmental Assessment Method)	Excellent	London
BREEAM	Excellent	Newcastle
BREEAM	Very Good	Birmingham
BREEAM	Very Good	Edinburgh
BREEAM	Very Good	Liverpool
WELL v2 Building Standard	GOLD	Dublin
LEED (Leadership in Energy and Environmental Design) Energy Star	GOLD Certified	Chicago South Financial Place
IGBC (Indian Green Building Council)	GOLD	Pune
NABERS (National Australian Built Environment Rating System)	5 STAR Energy	Brisbane
CaGBC (Canada Green Building Council)	Zero Carbon	Vancouver Granville Street

Any future expansion or reduction, whether that be repurposing an office, expansion or M&A Activity, will take into account the EPC rating as well as BREEAM (or equivalent sustainable certification) properties.

Future Workspaces

The way that we all use our offices has changed significantly. As a result, when we refresh, refit or relocate offices, we deliver collegiate, flexible, shared spaces that feels more connected to our colleagues.

We do this by ensuring workspace design continues to be based on colleague and client needs, our ESG commitments which impact the decisions we make on materials and our carbon footprint, and incorporates ideas to boost productivity and wellbeing with smart, clever and functional work areas.

During the year, our colleagues in Newcastle relocated to a new suite in our current building which boasts an 'Excellent' BREEAM rating and is close to a key regeneration area of the city centre. Taking the opportunity to reduce the floor space as part of the move, DWF's ESG commitments were pivotal to the transition into this new office space which includes focus workstations, break-out seats, collaboration spaces and enclosed meeting areas for which 95% of the former office resources were reused, with the unused supplies being donated to local businesses and charities.

Other examples include:

- The addition of integrated living and preserved real planting in our Manchester office to enhance wellbeing.
- Reduced level of lighting (within safe parameters) in our London office to reduce energy consumption by 20%. The office also uses gas that is 100% generated from renewable sources.





Sustainable Design

During office refits we recognise the benefit of using vegetation and colour schemes that support positive mental health, and prioritise sustainable design choices including:

- Low VOC “volatile organic compound” paints.
- Fully recyclable materials to reduce waste and items to landfill.
- Laminates and Timbers from FSC certified wood and carpets fully recyclable at the end of life.
- Acoustics made from recycled plastic bottles.

Carbon literacy training

During FY2023/24 we introduced a Carbon Literacy Fundamentals programme to ensure a consistent level of understanding and engagement with the climate agenda across our business.

407 colleagues have participated through a blend of live sessions and remote learning via our Academy, and the engagement has been positive with many colleagues pledging to change behaviours as a result.

Business Travel

In 2023, we re-launched our internal travel policy to increase alignment with our commitment to reduce our carbon emissions from travel by 50% by 2030. The changes made were designed to encourage behaviour around travel to be informed by the impact of journeys on the environment.

We continue to increase accountability for travel, and recognise that the result of this policy change is likely to take time to materialise. Like many growth orientated businesses, we are having to manage the impact of our organic growth and M&A activity on emissions, which has resulted in a significant increase in travel in the short term.

To ensure we keep our net zero journey on track, it is vital that the volume of journeys made by colleagues is reduced, and that there is a shift to methods of transport with a lower environmental impact. This will be a key focus for our senior leaders engaging with colleagues in FY2024/25 as we improve the quality and collection of global travel data, and seek to embed behavioural change.

Nature restoration and biodiversity loss

Whilst we continue to voluntarily report under the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD), we are also reviewing the recommendations of its sister framework, the Taskforce on Nature-Related Financial Disclosures (TNFD). The urgency of the climate crisis is matched by that of biodiversity loss, and we recognise that we have a critical role to play in these two global challenges.

In FY2024/25, we will build on the findings from our initial review on the direct impact of our operations on biodiversity loss and remain committed to understanding the impacts of our wider value chain and how we build biodiversity restoration into our climate action strategy. We also recognise the intersection between TCFD and TNFD and value the opportunity as a member of the Legal Sustainability Alliance TCFD & TNFD Working Groups, to collaborate on tackling climate change and biodiversity across the legal industry.



Investing in Nature

Whilst we continue to focus on actual reductions in our emissions by cutting energy use, transitioning to renewables and significantly reducing the frequency and carbon intensity of commuting and business travel, we identified our first accredited carbon removal partnership in 2024.

We supported a project in the Tana River region in Kenya, which removes carbon through sequestration as a result of new forests and wetlands being established across more than 150,000 acres of land.

The project specifically focuses on water management as a co-benefit of carbon removal from the vegetation planted. In addition to the carbon removal the project has resulted in improved soil quality and stability, and has provided a significant amount of new habitat to enhance biodiversity in the region. It also supports local communities through a focus on sustainable water use in agriculture.

In addition, we funded the planting of 100 trees, 50 as part of a degraded forest restoration project in Spain and 50 in central Scotland. Both support biodiversity in these locations and create a resource for further carbon sequestration over the lifetime of the trees.

Why did we select this project?

The primary factor when selecting a project was that it provided effective carbon removal, rather than simply avoiding emissions.

After this was satisfied, we looked to support work that has benefits beyond carbon removal, and was aligned to the values of our own ESG strategy. This project contributes to the progress of 7 sustainable development goals, two of which align directly to our ESG strategy – Gender Equality and Climate Action.

DWF are advocates of ambitious multi-stakeholder action to address the climate crisis, demonstrated by its own climate action commitments. As an inaugural signatory of the Legal Charter 1.5, DWF collaborates with other leading businesses to maximise the potential of the legal industry to use its expertise and collective voice to accelerate progress in tackling this global challenge.

In April 2024, this landmark charter won the Best Environmental/Sustainability Strategy category at the inaugural Legal 500 ESG Awards.

Collaboration is key and is integral to developing a robust framework to collectively drive the legal industry towards a more sustainable future. One such collaborative initiative in its early stages is aimed at developing a methodology for the classification of advised emissions, tailored specifically for the legal sector. Advised emissions encompass indirect emissions associated with a company's value chain, including those generated by the use of its products and/or services. For law firms, this predominately relates to emissions arising from legal advice.

DWF is also an active member of the Legal Sustainability Alliance (LSA) and the Net Zero Lawyers Alliance (NZLA). Through this membership DWF engaged with the charity Legal Response International (LRI) to provide pro-bono support to national delegations with less access to specialised experts, including lawyers, throughout the COP 28 conference, and continued to do so during the follow up negotiations.





Another area in which we deliver positive environmental outcomes is through the DWF Foundation, enabling it to provide grants to environmental initiatives in our communities

Charity Supported	Amount	Project	Location
The Wildlife Trust for Lancashire, Manchester and North Merseyside	£ 1,710	Empowering staff and young people in the region to gain carbon literacy knowledge so they can train others to feel empowered to help tackle the climate and nature crisis. This will help overcome the sense of hopelessness many young people feel towards their futures.	Manchester
Green Whale Foundation	£1,934	Paddle and Picks for school children uses paddle boards to litter pick and educate young people on the dangers of plastic pollution. Inspiring positive behaviour change by promoting connection to nature & encouraging innovative solutions to the problem of plastic.	London
Gordon Neighbourhood House	£2,500	Driven by volunteer neighbours whose collective action supports an environmentally healthy, socially connected, and an economically-sound community. The Clean Team program involves sidewalk cleaning at community clean-up events and provides for awareness and education of litter collection.	Canada
The Conservation Volunteers	£500	Works to connect, protect & restore both people and nature and involves a programme of gardening and woodwork projects for the community's most vulnerable people, including a regular group of 20 adults with moderate to severe learning disabilities.	Leeds
SOFA Project (Reuse, recycle and rehabilitation project)	£2,400	Recycles and refurbishes redundant cookers/washing machines that may otherwise have gone to landfill and pass on at reduced or no cost to the local community. It also supports a pre-employment programme for serving prisoners at the end of their sentence.	Bristol
Back on Track	£1,692	Gives vulnerable and socially disadvantaged adults the opportunity to restore local greenspaces, learning new skills and gaining wellbeing benefits.	Manchester

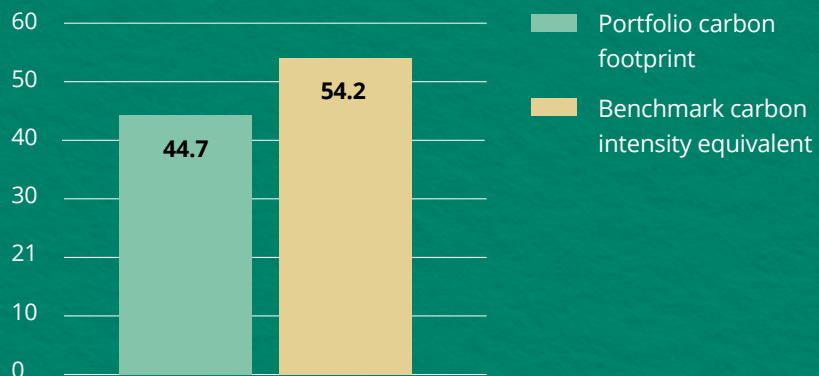


- The DWF Foundation supported **11** environmental grants amounting to **£24,869** in FY2023/24
- **1566** volunteering hours invested by colleagues on environmental projects

DWF Foundation – Investment Portfolio Carbon Footprint

The Foundation Trustees are committed to incorporating ESG issues into investment analysis and decision-making processes when investing its funds. The carbon footprint of its investment portfolio forms part of an independent review they commissioned and will be tracked and reported annually.

Carbon footprint of public equity portfolio - tonnes CO₂ (scope 1&2) emitted per annum



Funder Commitment on Climate Change



As a signatory, the DWF Foundation has focused activity in the following areas:

Education & Learning

The DWF Foundation developed and delivered 2 online workshops to help 20 community organisations increase their knowledge and interest in climate action and to consider sustainability when planning a project. We will continue to deliver these sessions in 2024 to help motivate and galvanise the sector to elevate the issue. From the grant applications we receive, the financial burden of increasing energy costs is a motivating factor.

The Foundation is also growing its social media activity to help engage in the climate conversation more widely and is encouraging volunteers within DWF to undertake the firm’s carbon literacy training.

Increased funding for climate related projects

Calendar Year	Climate Related Grants	Amount
2021	2	£4,500
2022	8	£14,400
2023	8	£17,462



D&I

Introduction from Seema Bains, Partner and Head of Diversity and Inclusion Leadership Group

In January 2024, DWF's Global Diversity and Inclusion Leadership Group had been in operation for ten years and throughout this period, we have continued to ensure that inclusivity remains central to the experience of colleagues working at DWF.

We also advanced and amplified the agenda internally through sustained colleague engagement and externally through collaboration with clients.

Our current D&I strategy, whilst applied globally, continues to be implemented in ways that are relative and sensitive to local perspectives and cultural norms. Increasing global membership of our D&I Leadership Group and expansion of our Affinity networks, provides the valuable insight needed to evolve, implement and review progress against each priority identified.

DWF's long-standing commitment to diversity and inclusion is being matched by concrete actions to strengthen our diversity and levels of inclusion; actions that not only make a real difference to our culture, but also shines a light on so many colleagues doing inspiring work in this area.

In November 2023, DWF was reaccredited as a Disability Confident Leader in recognition of its continued commitment to accessible recruitment practices and championing disability inclusion in the workplace. This is the third time DWF have been accredited as a Disability Confident Leader after becoming the first legal business to be recognised by the standard in 2017.

I am also proud of the fact that DWF has been recognised for the fifth consecutive year (2024) as a Times Top 50 Employers for Gender Equality.

It's great to see that the work we do is recognised and I'm excited to see what else we can achieve to support greater diversity and inclusion at DWF, as we accelerate progress to further improve representation and diverse talent pipelines in FY2024/25.

Looking further ahead, we will also reset our D&I Strategy and plans to 2030. In doing so, we will set out even more ambitious goals to help sustain the impetus being generated to embed inclusive leadership behaviours, skills and competence, so that as a business, we are diverse by default.

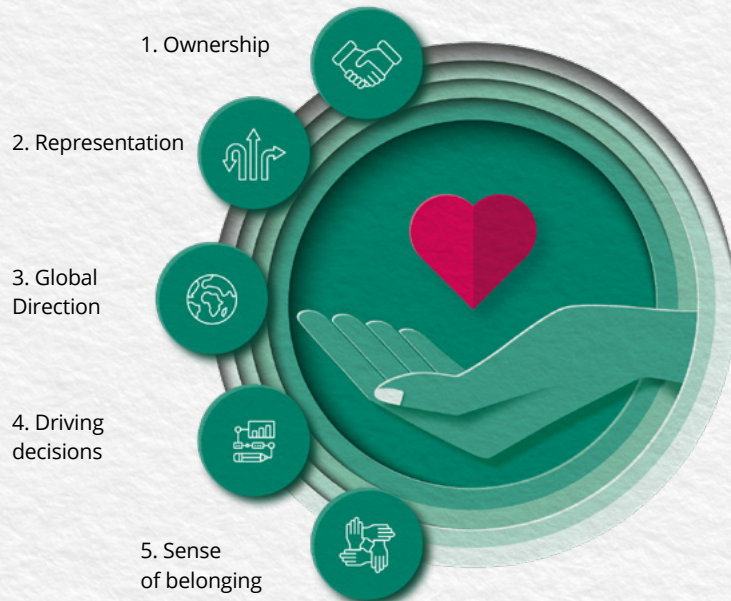




Our 2025 D&I Strategy

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 and communities. 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

Executive Board	Global D&I Leadership Group	Affinity Networks	D&I Champions
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 metrics Thought leadership on D&I Collaboration with clients 	<ul style="list-style-type: none"> Input into Global D&I strategy, policies & actions Lead our global D&I campaigns Drive inclusive culture and build 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 networks 	<ul style="list-style-type: none"> 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

D&I Executive Board Sponsors

Race & Ethnicity				Zelinda Bennett/ Matt Doughty
Gender	Gender	Men at Work		Kirsty Rogers/Paul Rimmer/Hilary Ross
	Family Support	Menopause		
Disability	Disability	Neurodiversity	Carers	Deborah Abraham/Chris Stefani
LGBTQ				Matt Glenville
Mental Health/Flexible Working				Darren Drabble/Jon Grainger
Social Mobility				Louise Rogerson



D&I Awards & Commitments



Polish Diversity Award 2023
recognised in the Age category for displaying the work of silver generation artists in the firm's Warsaw office space.

“This is an unfairly marginalised group, even though their art is internationally recognised. Inspired by their work, we are able to learn from their sensitivity and thus contribute to development of the intergenerational dialogue.”

Dorota Roesler,
Head of BD & Marketing in Poland



Community based artwork will also be displayed at our Manchester office in 2024, after forging a partnership with TLC St Lukes – Pool Arts, following their successful grant vapplication to the DWF Foundation. The charity aims to support mental health and wellbeing of local people.

Colleagues enjoy Awards Success



Sadia Rana-Khan
named Rising Star of the Year at the 2024 LexisNexis Middle East Women in Law awards, a prestigious event celebrating women's achievements and innovations in legal practice



Joanne Witheford
named as Transport Rising Star of the Year at The Legal 500 Northern Powerhouse Awards



Sarah Jones
named Unsung Hero of the Year at the Women in Insurance Awards 2023 - Service Provider Award



Marissa Brock
named Special Counsel of the Year at the Australian Women in Law Awards 2023

“I am passionate about championing women in the law and ensuring more women thrive professionally and personally in the industry. I am proud to be a part of this important celebration of women's achievements.”

D&I Commitments





10 D&I Priorities

1

Global data & analytics

Rolled out our global employee experience platform
Collection of global data
Published international gender pay gaps for second year running

2

Recruitment

20% year-on-year increase in applications from ethnic minority candidates
Women accounted for 62% of new hires globally (59% in the UK)
Introduced our Social Mobility Programme alongside our Ethnic Minority Programme to provide opportunities to individuals from diverse backgrounds

3

Policy, pay & reward

Further reduction in the combined mean gender pay gap with the median pay gap remaining constant
A greater proportion of females in the upper and upper-middle pay quartiles

4

Retention, promotion & succession

More than 220 promotions across the business
Focus on female progression has resulted in a higher proportion of women promoted to higher level roles
Women make up 42% of UK&I Locations Office Managing Partners

5

Working practices

Continuation of flexible and hybrid working
Improvements to performance management, and mandatory training
Development of Colleague Value Proposition
Acceleration of digital transformation enhancing the employment experience

6

Mentoring

Ongoing expansion of our mentoring scheme, promoted by our colleague networks
Continuing collaboration with clients
New Mentoring Hub launched

7

Data declaration

Colleagues in the UK disclosing their ethnicity data increased to 85% in 2023 from 77% in 2022

8

Senior Leaders Actions

More than 130 leaders support of our D&I Leadership Group

9

Divisional plans

D&I plans in place and reviewed quarterly

10

Engaging clients

Client collaboration on key D&I campaigns - International Women's Day and best practice sharing sessions

Advanced pay gap reporting

This is our seventh year of gender pay gap reporting and the second year we have published our international gender pay gaps. Whilst we also continue to publish our ethnicity pay gaps, we have not reported on our LGBTQ+ and disabled colleagues this year. We will, however, strive to include this data in the future and have taken steps to make the disclosure of personal diversity data quicker and easier for colleagues (where they feel comfortable doing so), including through the global rollout of our new people system.

Our pay review philosophy includes supporting our lowest paid colleagues & improving the gender pay gap at lower grades. We implemented the real living wage (circa 8%+ increase) for 380 colleagues (258 were female) effective from 01/01/2024.



Read our 2023 Pay Gap Report



Mentoring

In May 2023 we launched our Mentoring at DWF Hub outlining the range of mentoring opportunities that enables colleagues to learn from the experience of others, challenges their thinking and provides an opportunity to share skills and perspectives.

There is ongoing expansion of our mentoring schemes, promoted by our colleague networks. These now have a large proportion of female mentors (60%) and mentees (73%), with just under a half of mentees from ethnically diverse backgrounds.

Reverse mentoring

Commonly known as ‘upward mentoring’, where the person being mentored, the mentee, is in a more senior leadership role than the mentor

Executive Board Reverse Mentoring is currently focused on colleagues from underrepresented groups, i.e. colleagues from ethnically diverse backgrounds, with disabilities, with LGBT+ identities, who are carers, with experience of mental health challenges and menopause plus neurodiverse colleagues

Peer mentoring

Often with clients, where parties at a similar career levels and with complimentary skillsets are paired together to provide a peer level sounding board and an opportunity to learn from one another

Client examples include:

- **Enterprise Rent-A-Car**
(March – September 2023)
10 pairings
- **Canopus**
(April – October 2023)
11 pairings
- **Aviva**
(commenced March 2024)
10 pairings
- **Lloyds LGBTQ+ mentoring**
(commenced March 2024)
5 colleagues taking part

Traditional mentoring

Where a more experienced colleague (mentor) will mentor a less experienced colleague (mentee) to support their development

During the reporting period 34 colleagues were matched:

- **59%** mentors are women
- **76%** mentees are women
- **38%** of mentors and mentees have other diversity characteristics (Ethnic minority, disability, LGBTQ+) background or other characteristics

Community based mentoring

50 non-Russell group universities students

DWF’s Inspiring Girls programme

18 school students





D&I continued



DWF Belfast celebrates 100 years of women in law

In May 2023, our managing partner in Belfast, Julie Galbraith, delivered a key note speech at the Irish Embassy in London to honour the hundredth anniversary of the first admission of women solicitors in Ireland.

“Northern Ireland has made significant progress towards greater prosperity, and a safer and more inclusive society. From starting my career journey as a trainee solicitor I now find myself as managing partner leading a team of 120 in Belfast.”



National Inclusion week

In September 2023 we marked National Inclusion Week by taking the time to celebrate ‘Colleague Voice’ and the contributions of colleagues in making DWF such a wonderfully diverse and inclusive place to work. Supported by our Affinity networks, each day we promoted the different aspects of how colleagues use their voices to shape D&I and culture at DWF through their stories, feedback and actions.



International Men's Day

In November 2023, to mark International Men's Day and to address the important issue of male suicide, DWF relaunched its Men at Work Group and introduced a new dedicated Men at Work Hub which provided information on supportive resources specific to male colleagues and the challenges they may face.

This included links to mental, physical, financial, and relationship health resources as well as ways in which they can connect with others. It is important that we continue the conversation and normalise discussions on men's mental health and so held a virtual Men's Mental Health Listening Session in December 2023 for men from across our global business to share their thoughts and experiences regarding mental health. Sessions now continue on a monthly basis.



International Women's Day

In March 2024, we held 5 IWD Events celebrating the theme of "Inspiring Inclusion" in partnership with our 5STAR Futures programme for schools which featured a 15-minute Q&A each day with women from across the business as they share more about their job role and career journey.

Client collaboration is always an important part of our IWD activity and this year, we held 3 engaging sessions:

Exploring Diverse Career Journeys

In this virtual event inspirational colleagues from Aviva and DWF shared insights about their diverse career journeys, the importance of diversity and inclusion in the workplace and overcoming barriers.

Inspiring Inclusion and Allyship

With the International Women's Day 2024 theme of 'Inspiring Inclusion' in mind, this panel discussion explored the role of male allies in creating greater gender inclusion in the workplace and the difference it can make. A panel representing Agent, Manchester United and DWF was chaired by the UN Women Changemaker 2023, Lee Chambers.

Inspiring Women and Allies

Amazon WILD (Women in Legal Departments) and DWF's This is Me (Gender Network) showcased the career journeys of successful women in both businesses, as well as allies who are championing greater gender equality.



Our CEO led our wider communications across DWF and asked a number of Executive Board colleagues to share their perspectives on why it is so vitally important for DWF to be committed to gender equality. Matt Doughty, CEO of Insurance Services, and Hilary Ross, UK & Ireland Regional Managing Partner, shared what International Women's Day (IWD) means to them, our business and our clients.

DWF also hosted and spoke at the launch of the 2024 Women to Watch in Hospitality, Travel, Leisure and Retail Index. The event held at our London office highlighted over 100 inspiring women role models and trailblazers. Attendees were celebrated for their achievements while being encouraged to pave the way for other women aspiring to be leaders in the industry and to achieve equity for all.

Where we use the terms men and women in our messaging at DWF, we appreciate that resources and initiatives may also be useful and applicable for our trans and non-binary colleagues.

Divergent connections

In 2023, colleagues came together to form our Divergent Connections group, creating a safe and space for neurodivergent colleagues and allies to come together to share advice and their lived experiences.

In March 2024, we had the privilege of sharing in the journeys of our Divergent Connections members through a series of blogs as part of Neurodiversity Celebration Week.

"As neurodivergent individuals, we exist and navigate a world that's often designed to work against us, yet we persist. We find strength in our community, learn to unmask, and embrace who we truly are, all while advocating for ourselves and empowering others to do the same".

Sinead Mallinson,
Founder of Divergent
Connections Group





Ramadan

To engage colleagues and raise awareness, we created a Ramadan working group, enabling colleagues to feedback and share ideas on how we can support colleagues observing Ramadan. As a result, we extended office based support such as the provision of additional space for prayer rooms, produced regular reminders of the support available and held local events such as joint fasting days and Eid celebrations. These activities were accompanied by internal blogs from colleagues sharing their experiences of Ramadan and Eid.

LGBTQ+ terminology

The language we use in our communications and with each other is an important aspect of inclusivity.

In May 2023, DWF marked International Day Against Homophobia Biphobia and Transphobia (IDAHOBIT) with an internal workshop exploring the language we use when discussing sexual orientation and gender identities.

Observations were gathered from members of our LGBTQ+ Employee Network, Out Front to create a guide on the most appropriate terminology to use at DWF. Whilst LGBTQ+ may be a well understood umbrella term, feedback suggested that colleagues may not always clear about what each letter of the acronym represents.

Employee voice is incredibly important in creating and maintaining DWF's inclusive culture. We encourage our colleagues to share their experiences and contribute to diversity of thought within our organisation.

To help build awareness and show the importance of individual identities, Out Front members created a series of blogs and personal stories which were shared throughout Pride Month in a special feature within the DWF all staff bulletin.

Indigenous Peoples

Our colleagues in Whitelaw Twining (WT), have taken positive steps each year to bring awareness to Canada's Indigenous population.

Over the last year, all WT lawyers in British Columbia completed an Indigenous intercultural course to increase their Indigenous cultural awareness and understanding. Colleagues in our Calgary office, completed a similar Indigenous Cultural Competency Education program in 2022. These programs reflect the importance of truth and reconciliation to Canada's development and values.

In honour and recognition of the third Canadian National Day for Truth and Reconciliation in September 2023, WT through their Diversity and Inclusion Committee, created the opportunity for all WT colleagues to opt into adding an Indigenous land acknowledgement to their e-mail signatures for the lands and territories on which each of our offices are based.

In addition, WT hosted lunch-and-learn seminars in each of their offices focused around Indigenous peoples and the history of residential schools in Canada, Indigenous Peoples' rights and the UN Declaration on the Rights of Indigenous Peoples, and taking action toward reconciliation, all facilitated through Canada's National Centre for Truth and Reconciliation.

Our lawyers in British Columbia were required to take and have now almost completed the Indigenous Intercultural Course designed to help British Columbia lawyers increase their Indigenous cultural awareness and understanding regarding the colonization of BC and Canada, Indigenous laws and legal traditions and how legislation regarding Indigenous peoples created the issues that reconciliation seeks to address.

Similarly, our lawyers in Alberta were required by the Alberta Law Society to take and have now almost completed the Indigenous Cultural Competency Course that is called The Path, which was vetted by Indigenous lawyers and the Indigenous Advisory Committee.



A Snapshot of projects supported by the DWF Foundation to reduce inequalities

Afghanistan and Central Asian Association, London

£1,500 support

Enabling isolated, physically inactive and marginalised newly-arrived Afghan and Ukrainian refugee girls in West London, aged 11-16, often excluded from mainstream sport, to play football every week for their physical and psychological health and wellbeing. It challenges public stereotypes and under-representation of girls in community sport.

Birmingham LGBT, Birmingham

£2,000 support

The event programme is designed to give trans and non-binary people the opportunity to connect with others, reduce isolation, learn new/develop existing skills, be physically active, and focus on the present moment in a safe, supportive environment. Previous activities include boxing classes, yoga, a pop-up hair salon, and gender-affirming fashion workshops.

Clique, Brisbane

£2,700 support

Supported over 50 members of Brisbane's special needs community to view the annual Riverfire event from our Riverside offices, where members enjoyed live music and a disco, food, treats and the fabulous hospitality. Events like this demonstrate what is possible when business, government and charities stand together, to be a point of difference in the lives of marginalised members of the community.

Doctors of the World UK, London

£1,000 support

Providing medical care and casework support to people in the UK who are currently excluded from accessing healthcare. 90% of those helped are refugees, asylum seekers and undocumented migrants.

Autism Spectrum Association of Ireland (Aspire Ireland), Dublin

£2,808 support

Supporting autistic individuals into sustainable work in the media and design industry through training, workshops, and work experience. The purpose helps to address the pressing issue of unemployment and underemployment among autistic individuals.





Empowering colleagues & communities

Introduction from Louise Rogerson, Chief People Officer

Empowering our colleagues is all about ensuring that everyone at DWF can reach their full potential and enjoy their time at work. At the heart of this ambition is our commitment to prioritise colleague health and wellbeing, invest in personal development and career progression and create an inclusive working environment for all to thrive in.

In parallel to this, we think it is crucial to support the communities we work within – helping them to thrive and investing in the next generation of talent.

In an ever evolving world, change is constant and persistent. This is especially true within the legal sector.

Over the last 12 months, we have harnessed the change agenda through the acceleration of our digital transformation programme to benefit our colleagues. The global rollout of our first ever employee experience platform (Bob!) and new payroll management system in the UK, have been designed to everyone's life easier at work and free up time so we can focus on what's important.

My big passion, and the reason I work in HR, is the chance it gives me to genuinely have impact on the most fundamental aspect of our organisational success: what we offer our colleagues and what we expect in return. Everyone, of course, has a choice about where they work – and I see it as my role to make that choice as easy as possible.

In HR, how are we doing this? Well, by continuing to recruit the right people aligned to our values, improving our diversity and agility, so we can attract and retain the best talent in the industry, developing and progressing our high performing talent and rewarding it fairly.

Through the changes underway, we're determined to ensure we continue to successfully grow our business and enable colleagues to have the best possible experience working at DWF.



Ensuring a great colleague experience

The changes we have made and will continue to make in FY2024/25 are being carefully prioritised and managed

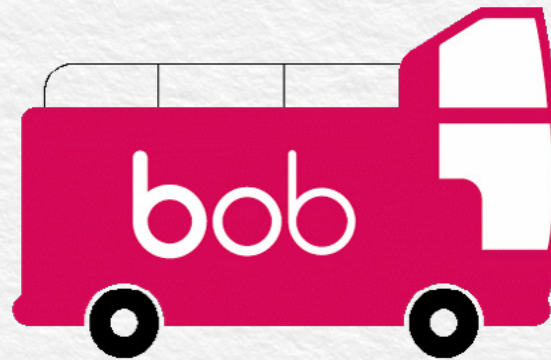
Introducing Bob!

This year we introduced our first ever global employee experience platform called Bob!

As part of our digital transformation, Bob is replacing several of our existing systems while seamlessly integrating with others. Designed to empower and better connect and communicate with our colleagues everywhere, Bob represents significant investment in a global HR platform that:

- enables colleagues to update their own details and data as and when required.
- helps colleagues to build their career plans.
- increases visibility on performance, talent management and succession planning globally.
- makes HR queries, processes and requests, smoother, quicker and easier.
- encourages peer to peer recognition and expressions of gratitude.
- improves the quality of global data to better inform our decision making.

During the next financial year, we will be adding more functionality to Bob, such as building career and personal development plans.



In addition, we have started a phased delivery of a new lap top build for colleagues that we're calling Centrum. This programme provides colleagues with the more of the latest advances in technology and includes a brand-new interface, with Windows 11 and using Microsoft Office 365. Facial recognition, immediate connection to all DWF systems and real time co-authoring of documents are some of the secure features that support an enhanced user experience for our colleagues.

88%

of colleagues currently have access to Bob

91%

of those colleagues have logged on and are using it to improve their day to day activities

Other features supporting diversity and accessibility including:

- a voice typing feature that can transcribe speech to text in real time.
- a narrator feature that can read text aloud.
- a magnifier feature that can enlarge text and images.
- a colour filter feature that can adjust the colour contrast and brightness.



Colleague Value Proposition (CVP)

We act with purpose to deliver positive outcomes with our colleagues, clients & communities. At DWF, we are not just a workplace, but a community that cares. We invest in our people and their growth, and in return, they invest their time and talent in us.

Together, we are building a profitable future that is sustainable, inclusive and fit for an AI future world. Our commitment to high-quality work with high-quality clients is unwavering, but we also understand the importance of creating an environment that seamlessly blends work life and personal life. That's why we've developed a CVP aligned to four key pillars which we will launch in 2024.



Culture

An **inclusive culture** that aligns with our values and promotes collaboration and teamwork.

Colleague **feedback mechanisms** which gather regular input from our people and help us continuously improve the work experience, and makes colleagues feel heard and valued.

A clear and supportive approach to **work-life balance** which engages our colleagues throughout their lives and career.

Ongoing commitment to our **diversity and inclusion** agenda, ensuring fair representation and equal opportunities for all.

Building ESG into our DNA, such that we operate to **high standards of social and environmental impact**.



Career & Development

A clear path for professional growth within the business with **defined career paths** and promotion programmes.

Focus on **skill development**, building the colleague capability we need for our future business to succeed.

Clearly defined roles & responsibilities which drive a **high performance culture**.



Reward & Benefits

Clearly outline **reward structure** with competitive salaries, bonuses, and benefits packages.

Compensation aligned and reflective of the value placed on **colleague contributions**.

Both formal and informal **recognition programmes** that boost morale and motivation.



Work Environment

Digital Transformation Programme which provides the tech, tools and resources colleagues need to deliver.

Office environment which enables **connectivity** and encourages colleagues to collaborate.

Health and Wellness programs and initiatives which prioritise employee health and support physical and mental well-being.

UK Social Mobility Employer Index

In 2023, the Social Mobility Foundation named DWF as one of the top 25 businesses in its annual Social Mobility Employer Index, where the business was commended for its work with young people, routes into employment, and advocacy at board level.

In 2024, we were also recognised for "Excellence in Law" at the GG2 Leadership Awards for the success of our Ethnic Minority and Social Mobility access programmes.





5 STAR Futures

5 STAR Futures is our award-winning education programme created in 2012. The purpose of the scheme is to enable school students to unlock their potential by developing their confidence and employability skills to become more work ready.

- 5 STAR Futures works with students aged 13+ and is delivered in 10 locations.*
- Our 5 STAR Early Years programme works with younger children (Year 6 or aged 10-11 years) and is delivered in 4 locations.
- 5 STAR Futures Online (supported by Speakers for Schools) was originally developed in response to COVID restrictions and is a series of online workshops, panel discussions and Q&A. We have continued to deliver this programme to widen our community reach.
- Other programmes include our Inspiring Girls and Inspiring Boys sessions and Law Factor, all designed to increase confidence, raise aspirations and build resilience.
- We also work with the Social Mobility Foundation and are a long standing supporter of Prime – a legal sector alliance determined to improve access to, and socio-economic diversity within, the legal profession.

*In May 2024, we will launch our first international 5 STAR Futures programme in India.

Social Mobility Programmes	Number of students supported			
	Outreach - Panel Sessions	Mentoring	Work Experience	TOTAL
5 STAR (session attendees not including school presentation)			133	133
5 STAR Online (videoed so reach wider than participants on the day)	332			332
5 STAR Early Years			198	198
DWF Inspiring Girls		8	10	18
DWF Law Factor			18	18
My Big Career			35	35
Social Mobility Foundation	143	5	12	160
Speakers for Schools	76		66	142
PRIME	75			75
Other school visits		37		37
TOTAL	626	50	472	1,148

During the last 12 months, colleagues invested 3,757 volunteer hours supporting educational and employability activities across the business.



5 STAR Futures

Case Study – Scotland

In Scotland, DWF have three thriving 5 STAR Futures educational programmes with local partner schools: Leith Academy, Govan High School and St Benedict's High School.

During the programme, the pupils were invited to take part in three employability workshops at DWF's Glasgow and Edinburgh offices. The workshops included practical activities and talks with staff from across the business to introduce pupils to the concept of networking, developing job applications, CVs and interview skills, culminating with the opportunity for students to submit a CV and cover letter for a work experience placement, attend a panel interview with a DWF partner and take part in a group assessment.

All participating students were provided with feedback on their interview, leaving with a working CV and cover letter. The six successful pupils from each school were invited back for a three-day work experience placement at DWF's Scottish offices.

Pupils who were undecided on what to pursue after school were provided with information on the variety of non-legal roles that exist in the business, with meetings held with business admin, marketing and HR staff, giving them the opportunity to discover more about different career paths.

“Our continued involvement with Leith Academy, Govan High School and St Benedict's High School as part of our 5 Star Futures programme is something we are very proud of. DWF has been inspiring Leith Academy pupils for several years now and testament to this is that one of the first 5 Star pupils has just completed their first year studying law at university.”

Caroline Colliston, Executive Partner for DWF in Scotland





DWF Early Careers

Apprentices

DWF is an exciting place to start a career and as an inclusive business, it's important for us to create a commercially viable pipeline of talent at all levels and through different entry points. We have made a commitment to junior colleagues with the creation of a shadow board with entry level colleagues, 67% of whom are female.

Since 2016 we have recruited 94 apprentices. 100% were offered permanent jobs on completion. 40 existing employees are using legal apprenticeships to support their continuing development.

We were a pioneer of the solicitor apprenticeships, becoming one of the first adopters of this route to qualification when we launched the scheme in 2018 and have since embedded the programme as a key element of our early careers recruitment strategy.

We now have more than 70 solicitor apprentices at different stages in the route to qualification, and we plan to expand the programme further with our September 2024 intake.

“We’re incredibly proud of our first group of apprentices for passing their SQE2 exams and delighted that all have accepted offers to stay with the business. It took seven years to get to where they are today, and their achievements reflect the hard work, dedication and excellence they have shown throughout this period. It also reflects the success of, and our commitment to, the solicitor apprenticeship programme at DWF. We’re excited for more of our apprentices to reach this point in their journey and to expanding the programme further to provide alternative pathways to a career in the legal sector.”

Louise Rogerson, Chief People Officer



“The apprenticeship is a fantastic way of gaining work experience and helps to shape you into a future lawyer, learning the importance of deadlines, communicating both with colleagues and clients and understanding the hard work and collaboration that the job demands across all levels.”

Rebecca Byrne, Solicitor

Apprenticeship Week 2024

As part of our support of 5 STAR Futures student, daily “In conversation” events took place throughout Apprenticeship Week, where DWF colleagues shared their personal experience and journey to DWF and the different pathways and roles that are available.



DWF builds on social mobility commitment

As part of our commitment to promoting social mobility, in 2022 DWF developed its Ethnic Minority Programme to provide individuals from ethnic minority backgrounds with mentoring and skills sessions ahead of a paid work experience scheme and ultimately, to increase representation of people from ethnic minority backgrounds in the legal sector.

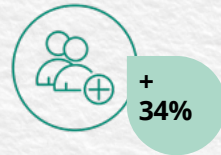
After the completion of the five month scheme, which saw six participants attend skills sessions and receive 1-2-1 mentoring, 100% were offered training contracts with DWF.

Now, a Social Mobility Programme has been introduced alongside the Ethnic Minority Programme to provide opportunities to individuals from diverse backgrounds, and will follow a similar format of completing live legal works, group projects, and attending practice group presentations to build the skills necessary to become a trainee solicitor.

To qualify for the programme, operational in our Birmingham, London and Manchester offices, candidates must have been educated in a state school non-selective comprehensive, had free school meals from a state school, or spent more than three months in local authority care.

Social Mobility and Ethnic Minority Programme 2024

See below statistics relating to the equal opportunities data on our Ethnic Minority and Social Mobility Programmes, showing an increase within key demographics this year compared to 2023.



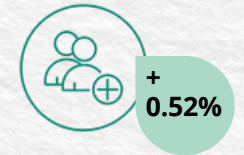
Total Applicants
The total number of candidates increased from 192 in 2023 to 259 in 2024. (34.9% Increase).



Ethnic Composition
The percentage of candidates from the "Asian/ Asian British - Pakistani" category increased by 23.5%.



Ethnic Composition
The percentage of candidates from the "Black/ Black British - African" category increased by 5.3%.



Ethnic Composition
The percentage of candidates from the "White - British" category increased from 0.52% in 2023 to 5.02% in 2024 (due to the extended eligibility criteria set with the introduction of our Social Mobility Programme).



2024 intake
7 candidates now selected; all minimum 3A's at A-Level, predicted 2:1 or 1st, all have at least 2 RARE contextual flags, and two candidates have 3.



Gender Distribution
The percentage of female candidates increased by 38.6%.
The percentage of male candidates increased by 29%.



Personal Data
The percentage of candidates with disabilities increased by 39.6%.



DWF builds on social mobility commitment

Levelling the playing field

Since 2021, DWF's support for Dublin City University (DCU) Access to the Workplace has helped to level the playing field for student groups who experience disadvantage entering the workplace after graduation.

DCU's Access to the Workplace provides professional summer internships for DCU Access students from socio-economically disadvantaged backgrounds, and for neurodivergent students.

Our Dublin office provided a €20,000 four-year funding package to support at least five students per year from disadvantaged communities to pursue their dream of higher education at DCU.

Innovative SQE training programme in Northern Ireland

In 2024, an initial group of six trainees will commence a unique training programme which includes mentoring from lawyers in the Belfast offices of both DWF and BT Group.

Historically, law graduates in Northern Ireland have had to relocate in order to pursue a career in English law. However this scheme provides an accessible and exciting opportunity for those based in Northern Ireland, supporting diversity, inclusion and social mobility.

“At DWF we are committed to breaking down barriers and fostering inclusivity in the legal profession and this collaboration presents a golden opportunity for law graduates in Northern Ireland to pursue a career in English law without having to relocate.”

Hilary Ross, UK & Ireland Regional Managing Partner

Learning and Development

As an inclusive and forward thinking business, we support colleagues to keep up with changing trends and insights, attract and retain great talent, stay compliant, and improve overall performance.

We take pride in offering learning and development that supports the careers of our colleagues and provide a wide variety of training opportunities, varying in degrees of complexity and hosted in-person, hybrid and online via the DWF Academy.

By continuing to support and invest in the personal and professional development of colleagues, we are strengthening the foundation for a sustainable and successful future that will deliver positive outcomes for our colleagues, clients and our communities.

- We launched 'EmpowHer' forums for female colleagues in Pune to identify key focus areas to support their development
- Sessions created to support the 5 Star Futures Programme for local school children in Pune
- Virtual interactive ESG sessions created to support 5 Star Futures programme
- Online Cross Cultural Communication module developed and built to increase cultural awareness and effective communication



Performance and career development

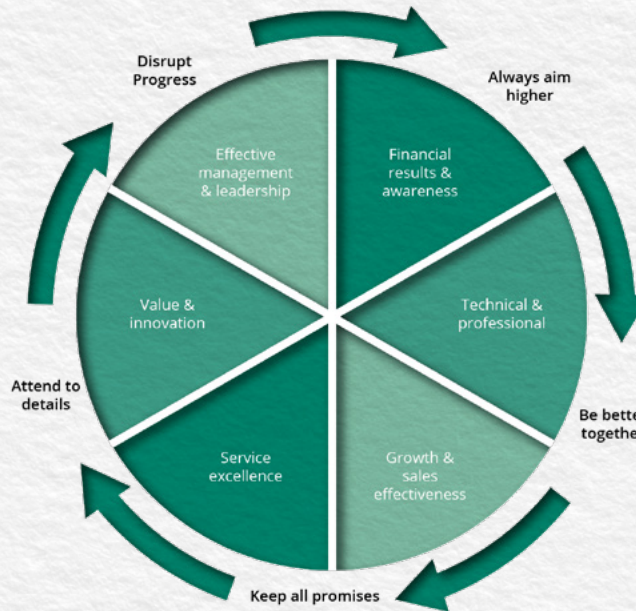
We are committed to developing and supporting our internal talent, so that everyone has an opportunity to contribute more and grow their career. Our aim is to recognise our colleagues knowledge, skills and behaviours so we can achieve our global ambitions and appoint diverse, agile and multi-disciplinary people, across every demographic.

As a business we support traditional and non-traditional career paths where we encourage continuous professional development and all colleagues have access to learning and development when they need via our global Learning Management system (LMS). The content is tailored for specific roles, learners have access to bespoke content to support their individual growth and specific development needs.

All new managers receive comprehensive management training through our Management Essentials programme to ensure all colleagues feel supported in their development. Leaders can track completion and progress of development activity of their teams through the LMS. Our Performance Management framework enables robust development conversations on a regular basis.

100% of colleagues globally regardless of gender and employee status receive an annual performance review.

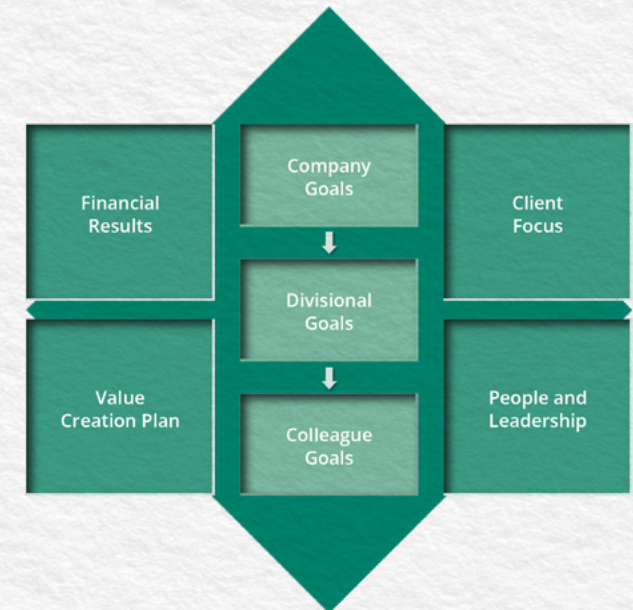
DWF values and behaviours in action:



In 2024 we are launching our new development framework where goals are built on a balanced scorecard, managed by objectives that drive business performance and the personal development of our colleagues.

There are two routes to promotion at DWF:

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





Performance and career development

Celebrating our 2024 Promotions

We have made more than 220 promotions across the business, including 33 senior promotions as part of our annual promotions process.

Women made up 52% of the 20 new promotions to partner, or a partner-equivalent role and 55% of the 13 promotions for existing DWF partners moving to a higher career level within the partnership structure. 15% of the existing partner promotions were from a Black, Asian and Minority Ethnic background.

Ensuring that we have opportunities for career progression is vital to the success of DWF, helping us to retain and attract the very best and developing future leaders of our business. We are continuing to focus on the promotion of female and Black, Asian and Minority Ethnic colleagues including those to location management roles to increase senior representation at this level.

DWF Link: business leaders of the future

DWF's Link network, through the Career Development Lab, continues to deliver an engaging programme of webinars for colleagues and clients at the earlier stages of their careers.

More than 500 colleagues and clients attended sessions in 2023.

In 2024, instead of just simply attending a webinar, participants are given the opportunity to bring the learning to life by putting the theory into practice within a safe environment. Sessions include, "Marketing You: Selling me PLC", "The Principles of Business Development", "Coaching or Mentoring? What's the Difference?" and "Maximising You and Your Team's Performance".

Recognition

Through our employee experience platform, we recognise and celebrate colleagues who live our values and help shape our culture through their performance and the contributions they make to DWF. Giving recognition to our colleagues is a powerful way of acknowledging and appreciating their behaviours, efforts, or results.

All colleagues can use the platform to shout out positive behaviour, whilst people managers also have the option to send point based recognition.

In FY2023/24:

- **12,340,600** points awarded - equating to a value of £123,406.
- **12,018** Points-based Recognitions.
- **2,673** Social Recognitions.

Pulse Surveys

We welcome the opinions and ideas of colleagues across DWF and continue to encourage qualitative feedback. In 2023, our engagement score was 76 based on three quantitative questions:

- 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

In 2024, we are expanding the question set to gain a comprehensive view of progress embedding our purpose, strategy and culture and a stronger understanding of our colleagues point of view.



Health & Wellbeing

Health & Wellbeing

In delivering on our purpose, our wellbeing strategy aims to create and sustain a healthy working environment where everyone at DWF feels supported and comfortable to speak openly about their wellbeing.

To help achieve this, we focus on four pillars of activity – Physical, Mental, Lifestyle and Work Environment. We have a growing network of more than 90 Wellbeing Champions who help to promote and shape our wellbeing activity. Our Mental Health First Aiders act as a point of contact for colleagues who may be experiencing a mental health issue or concern. The First Aider is able to spot signs and symptoms of common mental health issues, provide preliminary support and reassurance, and guide the individual to seek the professional assistance they may require. This interaction could range from having an initial conversation through to supporting the person to get appropriate help.

We deliver regular sessions on wellbeing, from looking after yourself and others, to understanding sleep, dreams and resilience. We have recorded bespoke sessions to create a suite of interactive learning. Recent webinars have been on stress and anxiety; switching off/preventing digital burnout; mindfulness matters; mental health guided self-assessment; resilience and financial wellbeing.

Our DWF Academy provides access to 20+ wellbeing modules. In 2023, we delivered 13 wellbeing sessions to 134 line managers to support them to understand wellbeing and mental health, how to spot the signs and provide guidance for constructive conversations.



Further support and resources is available to colleagues through our Wellbeing Hub.

Supportive Policies

We have been reviewing our family friendly policies and have made some positive updates, including the introduction of paid neonatal leave, additional paid leave to attend a training course for colleagues who are adopting a child, and increased entitlements for those undergoing fertility treatment.

DWF has an extensive range of policies which support wellbeing and Inclusion, including:

- Carers Leave
- Maternity leave
- Adoption leave
- Paternity leave
- Shared Parental leave
- Parental leave
- Menopause
- Gender Transition
- Flexible working
- Workstyles
- Workplace adjustments
- Volunteering

Supporting our Carers

Our Carers Hub is designed to provide managers and colleagues with information and support on managing caring responsibilities. Through working with Carers UK, and the wider Employers for Carers member forum, DWF are creating an environment where carers are seen, valued and feel like they can be open around their caring responsibilities.

During Carers Week in June 2023, our Lunch & Learn webinar shared information and personal experiences of what being a carer really means and how we can support colleagues as a carer friendly workplace.

Throughout the year DWF held listening sessions with members of our Carers Group to understand more about the challenges that exist for working carers at DWF. We also shared monthly communications, based on group member feedback on different care related topics such as bereavement and flexible working as well as challenging topics such as ending caring responsibilities.



Benefits

Reward Plus is our flexible reward and benefits platform that allows colleagues to understand and manage their total reward package. We provide a number of company-funded benefits, whilst providing colleagues with the flexibility to change and choose benefits that support theirs and their families wellbeing.

Our benefits support physical, mental and financial wellbeing through various different channels and programmes complimenting the activity undertaken by our Wellbeing Committee and Champions. These include our Employee Assistance Programme and a digital health and wellbeing service called Wellhub, an app-based solution that supports five pillars of wellbeing - fitness, mindfulness, therapy, nutrition and sleep. Wellhub is a fully flexible benefit that provides access to gyms and fitness studios, live streamed and on-demand fitness classes, wellness coaches and apps to help with nutrition and mental wellbeing.

In 2024 we will review our colleague benefits, which includes financial and pension advice for all colleagues and specific advice around female career journeys.

Pensions

Our pension provider in the UK (Aegon) has committed to net zero carbon emissions for its default funds by 2050, and to halving emissions by 2030. They also offer over 200 responsible investment funds on their platforms.

Over 70% of assets for DWF members in the growth stage and over 50% in the retirement stage have been moved into funds incorporating ESG factors.

Employee Assistance Programme ('EAP')

Sometimes meeting the demands of work and personal life can be a challenge. Our Employee Assistance Programme (EAP) is one of our core benefits and is automatically available to everyone from the day that they start work at DWF. It is a completely confidential helpline available 24 hours a day, seven days a week and is there to support colleagues with any issue, challenge or concern related to work, life, health, family, or finances.

Our digital health and wellbeing service Help@hand, allows for access to remote GPs who provide: mental health support, physiotherapy, medical second opinions and life money and wellbeing support.



Menopause Support

Menopause continues to be an important topic and one we aim to fully support our colleagues with.

Our Menopause Policy sets out our promise to support colleagues who are experiencing menopausal symptoms, and explains what provisions are available to them. Our guidance is designed to help line managers build a level of trust so that colleagues are comfortable discussing menopausal symptoms at work, and any support or adjustments they think they need.

DWF colleagues can join our regular menopause sessions that have created a space for colleagues to learn more about the menopause and talk about it in a relaxed way so that it becomes a topic that is a little easier for everyone. Eight sessions were held in FY2023/24.

In FY 2024/25, we will be looking at menopause support within our private medical insurance offering.



Mindful Business Charter



DWF remain a signatory of the charter (since 2019), making a commitment to reducing stress in the workplace. Our guide to embedding the Charter helps empower colleagues to voice their 'non-negotiables' and help achieve a healthy work-life balance.




In 2023, DWF signed Business in the Community's (BITC) Workwell commitment. In helping to deliver our purpose, we aim to create and sustain a healthy working environment where everyone at DWF feels supported and comfortable to speak openly about their wellbeing.

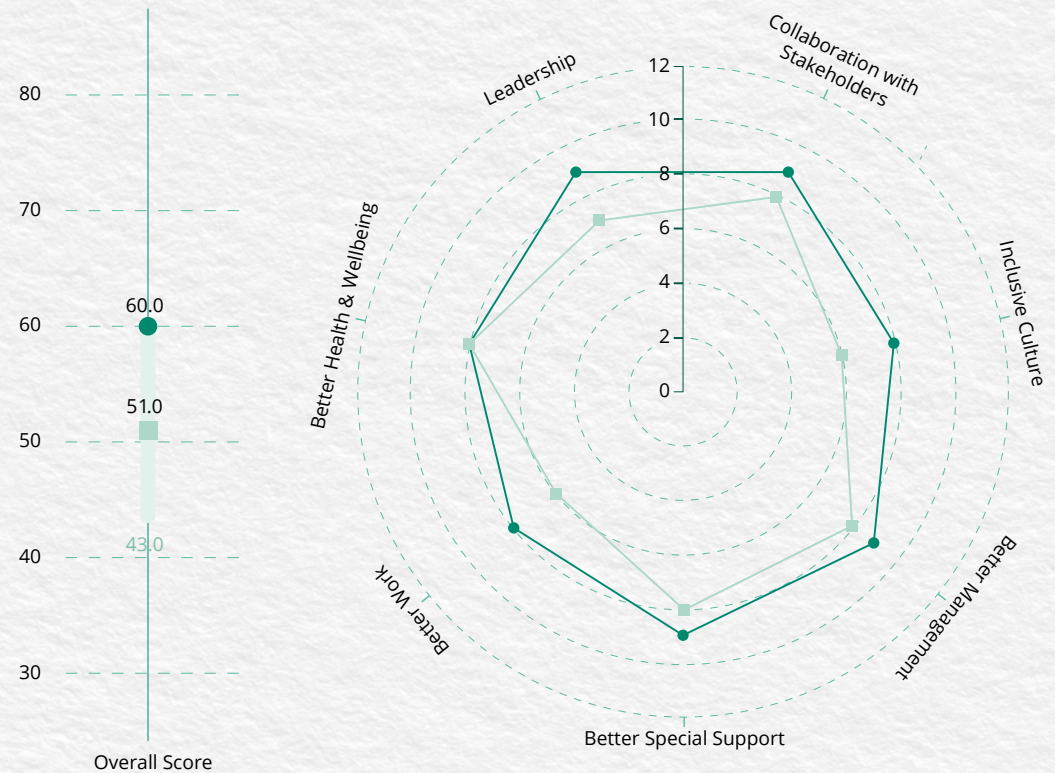
Through BITC's wellbeing framework and assessment tool, we now have a wellbeing baseline and roadmap for further action and have identified three areas of focus:

1. The role that leaders and managers play in supporting the wellbeing of our colleagues is crucial. We aim to empower and build capability across our leadership and support teams.
2. Our wellbeing champions have been instrumental in many of the localised wellbeing initiatives to promote and raise awareness, particularly around mental health. We will work with our champions to review and enhance our current wellbeing provision.
3. We aim to ensure that inclusivity remains central to the experience of colleagues and primarily through feedback, we will work to fully understand where there may be gaps in our approach and take action.

Our colleagues continue to be the driving force behind our community engagement efforts.

Comparing Your Scores Against the Benchmarking Median

Your Score 
Benchmark Median 
Upper/Lower Quartile 





DWF Foundation

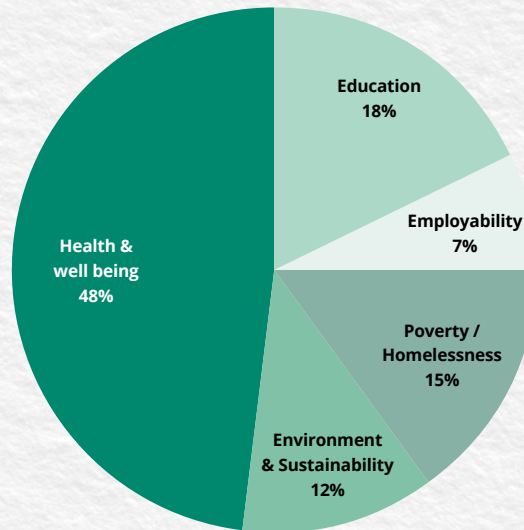
Introduction from Jim Davies OBE,
Founding Partner DWF and Trustee DWF Foundation

“As a founding partner of DWF, and Chair of DWF Foundation I am so proud of what has been achieved for the charities we have supported this year. Thank you to everyone at DWF for their continued support and passion to make a difference in their local communities and beyond. I look forward to continuing to help our global communities together in the coming year. Onwards and upwards!”

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

DWF Foundation Grant Giving



Theme	Amount	Number of Grants in FY 2023/24
Education	£35,620	18
Employability	£14,008	6
Poverty / Homelessness	£30,530	17
Environment and sustainability	£24,869	11
Health and well being	£95,506	54
TOTAL	£200,533	106



Communities



In partnership with Business in the Community

DWF was proud to partner with Business in the Community to deliver webinars addressing the needs of community organisations.

Targeted at staff and volunteers who support not-for-profit organisations with funding bids but who may lack experience or knowledge of bid writing, DWF provided the knowledge needed to maximize their chances of a successful application.

We delivered 6 webinars to 165 individuals between June 2022 and October 2023. In addition, 5 charities/community groups were given one to one support.

Supporting Communities

Beyond this partnership, DWF Foundation delivered a further 12 interactive workshops engaging 475 community organisations, explaining our grant giving process, funding criteria and guidelines. The sessions included a valuable Q&A which gave community groups and charities the opportunity to share concerns and challenges, many of whom are still recovering from the drop in revenue experienced during the pandemic.

Working in partnership is key to helping build and develop the capacity of the sector and can only be positive in the long term and enable organisations to operate more effectively and secure more support to deliver their valuable work.

Pro-Bono

In the coming months we will launch our first stand-alone pro-bono practice within our Brisbane office. This exciting development for our Australian practice will not only facilitate increased pro bono activity but will also become the model for the management of pro bono globally.

In addition, as a signatory to the UN Global Compact, we will work towards aligning pro bono support with the SDG's, in particular, those we already prioritise: Climate Action; Gender Equality; Decent Work and Economic growth; Reduced Inequalities; Peace Justice and Strong Institutions.



“Providing workshops like this to help build and develop the capacity of the sector can only be positive in the long term and enable organisations to operate more effectively and secure more support to deliver their valuable work.”

Clare Beavan, DWF Foundation Manager

Colleagues are encouraged to take up to two days (15 hours) paid leave per year to take part in volunteering initiatives

10,533

volunteering hours

1,766

pro bono hours



75% felt they developed new skills or improved existing skills

Liverpool John Moores University (LJMU) Legal Clinic

9 volunteers delivered 37 hours of dedicated pro bono support.

Aston University Legal Clinic

19 DWF Volunteers support this long standing partnership at Aston. In the reporting period, 11 colleagues delivered 101 pro bono hours



Supporting & connecting with our clients

Sustainable Business and ESG Advisory Practice



Introduction from Tracey Groves, Head of Sustainable Business and ESG

The Sustainable Business and ESG Advisory Practice is central to offering value and impact to our clients. A perfect storm is brewing. Increasing regulatory scrutiny, ever-present economic volatility and higher stakeholder demands are challenging the status-quo of business.

The 'social licence to operate' is emerging as an essential platform for business growth, long-term stability and prosperity. Human rights, climate change and environmental impact assessments and wider societal outcomes are examples of how the demand for sustainable business is forcing these factors higher up the board agenda.

We are a consulting-led advisory practice supported by legal, regulatory and risk expertise that specialises in the design, development and implementation of Sustainability and ESG-related risk resilient strategies. The approach is transformation-led built on delivery of corporate integrity, activation of purpose to build trust, and a customer-centric impact based on the core values of responsibility, excellence and transparency.

Our multi-disciplinary team of strategic advisors optimise the impact of our client's sustainable business strategy and enables them to put in place the necessary risk mitigation actions to unlock their business performance. From consultancy-led audits and board level strategy development, to specialist regulatory guidance to legal operations' led horizon scanning and compliance mechanisms, we bring together practitioners and experts from across our divisions to provide our clients with holistic Sustainable Business and ESG advice.

We drive value creation by using corporate integrity and ethics as levers of long-term business transformation using a proven top-down, bottom-up approach to behavioural and cultural change.

Our four key strategic priorities cut across multiple sectors:

- Regulation & Compliance
- Climate Change & Energy Transformation
- Ethical Conduct & Culture
- Business Integrity

Business transformation underpins our approach and leadership and good corporate governance are critical to success of this approach. The success we have had and the insight we have gained from other business transformations, has led to us to support various clients in developing their ESG strategy, conducting culture assessments and creating inclusive leadership programmes on topical issues such as psychological safety in the work place.





Engaging our clients

The Sustainable Business and ESG Advisory Practice have advised clients across a wide range of ESG matters and across multiple sectors with clients based in the UK, Middle East and Europe. Selected highlights include:

- Creating dignity at work training programme centred on the on the Hicks Dignity Framework to educate the client's employees on how to protect and honour each other's dignity and also addresses psychological safety and unconscious bias.
- Advising on a culture audit and change programme, assessing the client's organisational culture across four culture pillars.
- Undertaking an anti-bribery and corruption (ABC) review.
- Developing a corporate governance programme by working with the C-Suite to support the development of a culture of inclusion, integrity and ethical conduct.
- Conducting an independent review of culture and behaviours which served as the basis for business transformation programme addressing multiple sustainability challenges.
- Conducting an external risk-based review of ESG strategy to assess against good practice principles, recognised standards and frameworks and recommendations for performance improvements.
- Designing and developing an 'integrity in action' toolkit to activate the client's ethics and compliance strategy and desired ethical ways of working.
- Designing and delivering a values-based anti-bribery and corruption ethics and compliance framework for UK / US legislation requirements, including an executive education programme, controls implementation and dashboard reporting.
- Delivering a sustainability legislation and consultation tracker on the implications of ESG regulatory developments in the UK and Europe.
- Designing and delivering a sustainability competency and behaviours framework for top 500 leaders of the client.
- Developing and delivering a women's leadership development programme for high potential managers to enhance and elevate building trust and integrity with customers.





The market challenge

Regulators are increasingly examining the standards of corporate governance, inclusion and diversity, responsible and ethical conduct in organisations, over and above financial business performance. The ability to attract and retain high performing talent, respond to shifting customer priorities and manage investor relations are becoming more complex as the focus increasingly moves toward the “S” (social) and the “G” (governance) of sustainable (ESG) risk factors.

We have responded to these market events in real time using a variety of techniques:

- social media commentary on the role of ethical conduct and integrity in the workplace, as part of the social and governance risk factors under ESG and Sustainable Business.
- a number of articles published on workplace behavioural challenges including why culture matters, the impact of bullying and harassment at work and what to look for, and how to foster a climate of voice where people can speak up without fear of retribution.
- engaging and equipping DWF key account partners with material to contact their clients and promote our strategic culture risk advisory services which include: design and development of People and Culture Strategy, Culture Risk Assessments, and Culture Change Transformation such as training and

development, implementation of corporate purpose and ethical values, anti-bullying and harassment frameworks.

Key Outcomes

Our approach results in the following outcomes for our clients which are critical to the long-term sustainability and prosperity of business:

- enhanced risk resilience of culture and behavioural standards to mitigate the risk of the significant impact of inappropriate conduct and behaviours at work.
- an independent and robust analysis of culture and norms that identifies any blind spots unseen by the organisation and any potential misalignment between espoused, expressed and actual behaviours.
- adherence to key sustainability-related regulations.
- a high performing, engaged and empowered workforce that embraces ethical values and acts with integrity which serves as a platform for value-creation and growth.
- the ability to demonstrate to a regulator, an investor, or any other key stakeholder, a proactive and dynamic response to maintaining the highest standards of corporate governance and integrity of business conduct, through the strength of the organisation’s culture and behaviours.

ESG ‘Power Player’

Head of Sustainable Business and ESG Advisory Services Tracey Groves was named by Financier Worldwide Magazine as a Distinguished Advisor in their 2023 ‘POWER PLAYERS Environmental, Social & Governance 2023’ publication.

Brave New Law

Brave New Law is DWF’s global interactive programme for in-house lawyers.

The programme is complimentary for clients and explores practical ideas to help with delivering the future of law. We provide a range of on-demand resources, webinars and roundtables for in-house legal people at every stage of their career. A 2023 programme theme was ‘Successful leadership in a transformation’ – exploring fundamental learnings at each stage of the transformation journey.

DWF hosted a roundtable discussion with key clients on ‘maintaining social licence to operate in a crisis’ exploring fundamental learnings and ensuring clients are prepared for when an inevitable crisis hits. We leveraged key insights from the discussion and hosted a related webinar attracting 170 registrants. We also shared various ESG and sustainable business communications with in-house lawyers through our Brave New Law hub.





Critical eye

Criticaleye is a Peer-to-Peer Board Community inspiring and supporting senior executive and their teams to fulfil their leadership potential. In August 2023, Criticaleye's "Evaluating M&A opportunities" roundtable marked the start of DWF's partnership with the peer-to-peer Board Community. Criticaleye inspires and supports leaders and their teams to fully realise their true creative and business potential.

Over the past year, DWF have also participated in various events including roundtables on:

- the impact of AI on achieving net zero
- key takeaways from the UNFCCC 28th Conference of Parties meeting (COP28)
- financing a transformation story
- the global economic outlook

We also participated in Criticaleye's Growth Company Retreat with DWF leading a session offering insights from our True Diligence thought leadership campaign and Pop-Up boards where we offered strategic advice to members on their high priority business challenges and opportunities.

Through this engagement we have connected with over 40 clients and shared our thought leadership on 1000+ occasions including on key ESG topics such as the forthcoming EU Corporate Sustainability Due Diligence Directive (CS3D), Sexism in the City, A return to Growth for UK Businesses, Successful Leadership in a Transformation; and workplace culture: **what does good look like?**

The conversation doesn't stop there...

In July 2023, DWF's Head of Sustainability was a panel speaker at our Beyond Profits: ESG, Corporate Governance, and the Future of Inclusive Tech. The event was delivered in collaboration with Leeds Digital Festival and discussed:

- the pivotal role corporate governance plays in in shaping the ethical and responsible behaviour of organisations, best practices for fostering a culture of transparency, accountability, and ethical leadership;
- the challenges and opportunities that arise when integrating ESG factors into investment decisions, investment readiness and supply chain requirements;
- how to actively promote social mobility, D&I within the workforce -from breaking down barriers to providing equal opportunities.

Our first ESG Trainees

As the Sustainable Business and ESG Advisory Practice matures, we are delighted to have had two ESG trainees join the team over the past year working at the interface of Sustainable Business and ESG consulting and the provision of legal advice. Opening up further opportunities for a blended legal advisory and practical consultancy-led approach helps to embed our practice across the firm, add value and enhance our client offerings.

Our first ESG trainee, Victoria Anning, reflected on her seat and said: **"It was brilliant to see how practical advice is offered at a strategic level to clients and is enhanced by legal expertise across the firm. The Sustainable Business and ESG practice advises on strategy and leadership behaviours which can mitigate the need for reactive legal advice latter. So far as I am aware, I am the first trainee in the city to be afforded such an opportunity and I loved it.**





UK Green Guide 2024

DWF stands out for its work in renewable energy finance. It also has a sustainable business and ESG practice, led by London-based Tracey Groves, which supports clients in the design, development, and delivery of their corporate sustainability goals.

In an ongoing highlight, the firm is advising Net Zero Marine Services on one of the first ever electric shore power stations for vessels using the tidal Thames in a deal which was engineered by the Port of London Authority. The station is essential for attracting more carbon-neutral and electric vessels to the Thames, and it is hoped the matter will be a catalyst for further green investment in the river.

The team is also assisting the Greater Manchester Combined Authority and its ten authorities with the development of a multi-project framework agreement to secure private sector development of low or zero carbon emissions energy generation and storage projects.

Other ongoing matters include acting for Hygen Energy in the development of a green hydrogen production facility with a capacity of 13,000kg a day, and advising Northumberland Estates in connection with the development of over 1GW of solar PV and battery energy storage systems on 2,000 acres of its estate.





Client Activity

Showcasing our colleagues' work and client successes allows us to learn from each other and continue looking for sustainable growth opportunities.

DWF Sustainability Business & ESG Advisory Practice – Culture and Behavioural Risk Assessment Case Study

A leading professional body in the financial services sector requested an independent risk review of their organisation's culture and behaviours by DWF, in the same time period as a number of high profile cases of inappropriate conduct and behaviour broke in the news. Although not driven by any one particular incident internally, the client's Board felt it was the right time to commission an external third party to perform a risk-based analysis of the cultural norms of the organisation, with a view to the identification of cultural strengths as well as areas for improvement.

Our advisory offerings for Ethical Conduct and Culture fall under the S (social) of ESG and the wider DWF Sustainable Business and ESG Advisory Practice. Our approach to a culture audit is risk-based and data-led, using best practice assessment tools and enquiry-led analysis. Using a blend of qualitative and quantitative data gathering techniques, we performed a gap analysis to identify behavioural risks that potentially exposed the organisation to potential damage through misalignment between espoused behaviours (values and desired standards), expressed behaviours (policies and procedures) and actual behaviours in the workplace. The client received an independent risk-based

gap analysis report reflecting the organisation's purpose and valued behaviours, supported by a prioritised remedial action plan, a culture dashboard and mapping of key outcomes to the delivery of strategic business goals.

DWF advised on the first offshore wind tower factory in Poland

The investment, located on Ostrów Island in Gdańsk, will establish a factory producing offshore wind towers for the largest planned wind turbines with a capacity of 15 MW and above. The modern production facility will have production capacities capable of producing over 150 towers annually and is expected to create 500 highly specialised jobs.

Indigenous Practice Group in Canada

As part of the DWF Group, Whitelaw Twining (WT) appointed Malcolm Macpherson to the role of National Chair of its Indigenous Practice. Malcolm has become an integral and trusted advisor to many Indigenous nations throughout Canada who rely on his counsel and brought to the firm a mature western Canadian based clientele comprised of approximately a dozen First Nation governments resident in British Columbia, Alberta, and Saskatchewan. The newly formed group's ambition is to continue growth eastwards.

A good deal of the present legal work being done is connected to our ESG outcomes, and includes cumulative impact litigation, treaty negotiations, government to government negotiations, specific claims addressing and atoning for historic grievances, the conversion of fee simple lands to reserve land, and green energy related transactions. ESG related files underway includes the future purchase by an Indigenous consortium of First Nation governments of a wind farm (to be constructed) in southern Saskatchewan. Our Indigenous practice group is helping the Indigenous consortium with its acquisition negotiations involving energy giant Enbridge. The other ESG related file involves a negotiation of the proposed building of a green hydrogen plant in the traditional territory of the Lheidli T'enneh First Nation located in Prince George BC.





Our performance against our ESG & Sustainability strategy

Introduction from Matt Doughty,
Chief Growth & Strategy Officer, Board Sponsor

I am pleased to provide you with an update on our ESG & Sustainability performance over the last 12 months.

We continue to make strong progress against the four core pillars our strategy and within this update I would like to share my personal highlights and some of the challenges we are working through to deliver on our ambitious goals.

On climate change our goal is clear, to halve our carbon emissions by 2030. We are making progress against our our Scope 1, 2 & 3 emissions. However, like many growth orientated businesses, we are having to manage the impact of organic growth and M&A activity that is resulting in increased business travel as a consequence. Travelling for work is unavoidable, but not all travel is essential and to ensure we keep our net zero journey on track, reducing business travel in FY2024/25 will continue to be a key focus for our senior leaders engaging with colleagues, whilst we continue to improve the quality and collection of global travel data.

We continue to stretch ourselves to become more diverse and inclusive through a range of targets and have seen improvement across every D&I measure over the last 12 months but of course, it's about much more than having targets. We do a great deal within the business to encourage colleagues to get involved in things like mentoring, we have also invested in developing our colleague and family support policies and across each division there is a strong focus on succession planning and talent mapping. Our current 5 year D&I strategy will be reviewed at the end of 2025.

Throughout the last year, there has been a positive acceleration of our digital transformation activity and as we continue into FY2024/25, we expect to achieve significant improvements in our ESG performance.

We also evolved our governance and risk framework around ESG & Sustainability to make it core to how we do business and introduced our new procurement strategy, with greater emphasis placed on

environment and human rights impacts.

As a purpose driven business, we understand the importance of transparency about our progress and whilst I'm pleased with our overall performance, we know we have more to do. if we are to continue to be able to meet the expectations of our stakeholders demanding more and more tangible evidence that progress is being made. Climate action, Diversity & Inclusion, Empowering our colleagues and Supporting and connecting with our clients will remain top priorities in FY2024/25.

Looking ahead, I remain confident that our collective responsibility for these ambitious but necessary targets will help us to meet those expectations and continuously challenge ourselves and each other to play our part in their delivery.



Our performance against our ESG & Sustainability strategy

Climate action

Target	Target reduction for FY23/24	Actual reduction for FY23/24
Scope 1 (reduced by 50% by 2030)	5%	50%
Scope 2 (reduced by 50% by 2030)	5%	20%

Scope 3

We have reported progress against our scope 3 target in respect of the emission categories we currently measure as disclosed on page 73. 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 reductions in our Scope 1 emissions this year, as we continue to reduce reliance on gas heating in our offices, and rationalise space resulting in reduced heating requirements. Whilst our absolute electricity use has remained consistent with last year, our market based Scope 2 emissions have decreased, reflecting the full-year effect of the transition to renewable energy supply across all UK offices and in Pune, India.

Improvements needed:

We have continued to increase understanding of our Scope 3 emissions which has resulted in improved data collection. This work has been a crucial foundation for the development of our longer-term targets and our pathway to net zero. As part of this work, we review 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 data collection processes to reduce reliance on modelling and extrapolation where source data is not available. As outlined on page 73 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 FY23/24	
Gender (Global)	40% women on Exec Board by 2025	35.7% on Exec Board
	40% of senior roles held by women by 2025	34.7% of senior roles held by women
Ethnicity (UK only)	13% overall ethnic minority representation by 2025	14.7% overall ethnic minority representation
	10% ethnic minority representation in senior roles by 2025	7.6% ethnic minority representation in senior roles
	3% Black representation in senior roles by 2025	0.8% Black representation in senior roles

Highlights:

We continue to be ahead of our overall ethnic minority target and have improved our ethnic minority representation at senior level.

Improvements needed:

Further development and investment need to be made in senior levels across women, ethnic minority and black representation to be able to reach our 2025 targets. This is supported by our ten D&I priorities as highlighted elsewhere in this report.



Our performance against our ESG & Sustainability strategy

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 £1.25 million in support of registered charities globally by 2025	£1,315,248 On track
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)	22,586 hours On track

Highlights:

We made good progress against our revised milestone of achievement of £1.25 million donations by 2025. Additionally, we are on track of our 25,000 hours of volunteering and pro bono.

Improvements needed:

Roll out of our pro bono policy and increasing capacity to provide these services will continue through the year. We will work with colleagues to identify the right projects which will enable further activity and a more focussed approach.

We continue to focus on improving our global colleague engagement score so that we meet our target during the next reporting period.

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	69 (21% increase)
100% of new clients are assessed in line with the ESG Client Policy, due diligence and onboarding process.	100% Ongoing

Highlights:

Our Sustainable Business & ESG Advisory Practice launched its Due Diligence campaign during the year giving colleagues a focus for engaging clients on important forthcoming ESG regulation and requirements. We improved our ESG reporting through KPIs and a monthly dashboard and as part of our double-materiality review over the year we engaged with clients and colleagues to gather insights and perspectives to help us shape our ESG & Sustainability priorities.

Improvements needed:

Through our collaborations including Legal Charter 1.5 and UN Global Compact we will improve approach to our assessment and data analysis through our client and matter onboarding processes for ESG with a particular focus on human rights due diligence.





ESG Metrics

Building trust and increasing transparency

Introduction	73
Anti-Bribery, Corruption, Fraud and Complaints	75
Climate Action	75
Colleagues	77
Data Protection & Cyber Security	79
Diversity & Inclusion	80
Health, Safety & Wellbeing	81
Procurement	81
Training	82
Foward Looking Statement	83





Catherine Gee Head of ESG Operations



Through our ESG strategy we pursue our purpose to deliver positive outcomes with our clients, colleagues and communities. We focus on progressing our ESG Strategy – Climate Action; Diversity & Inclusion; Empowering colleagues and our communities; Supporting and connecting with our clients; Acting with integrity in everything we do; Building trust and increasing transparency. In pursuing our objectives, we support and help drive forward progress towards the UN Sustainable Development Goals (SDGs) in particular 5 Gender Equality, 8 Decent Work and Economic Growth, 10 Reduced Inequalities, 13 Climate Action and 16 Peace, Justice and Strong Institutions.

Underpinning this we strive to be open and transparent on our progress against our targets and our ESG metrics provide data and information. We report and disclose these in line with Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), the UN Sustainable Development Goals. Further, we report voluntarily under Task Force for Climate-Related Finance Disclosures (TCFD).

In line with our ambition to demonstrate responsible business practices and disclose transparently, we continue to monitor the quickly evolving ESG landscape to ensure that we anticipate emerging trends and requirements. In particular, we are reviewing Corporate

Sustainability Due Diligence Directive (CSDD), Corporate Sustainability Reporting Directive (CSRD), Taskforce for Nature-Related Finance Disclosures (TNFD) and developments in GRI, SASB and IFRS.

Our progress is further assessed through our accreditations and disclosures including Eco Vadis, Carbon Disclosure Project (CDP), ISO14001 and SECR.

The data and information shows our metrics for current and prior year and we highlight the specific alignment to GRI, SASB and the UN SDGs.



THE GLOBAL GOALS



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



13 CLIMATE ACTION



16 PEACE AND JUSTICE STRONG INSTITUTIONS





Introduction and basis of report

The following section outlines the activities and performance of DWF Group for the period 1st May 2023 – 30th April 2024 which aligns to the same reporting period as our Annual Report & Accounts. 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.

During the reporting period there was a change in ownership and structure of the business and further details of our governance relating to the business our ESG & Sustainability Strategy can be found on page 12.

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

We continue to review options for further external assurance and 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 Groups 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.





Anti-Bribery, Corruption, Fraud and Complaints

	FY22/23	FY23/24	
% 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%	
			Firm wide (Including Spanish new starters who joined after May23 and excluding existing Spanish staff prior to May23)
% 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%	66%	Firm wide (excluding all Spanish colleagues)
Number of complaints of serious concern e.g. Legal Ombudsman	24	19	82.90%

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.

Climate Action (emissions, energy, 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 reduction in Scope 1 emissions in part reflects relocation of the Edinburgh office to a building with a BREEAM 'Very Good' rating that does not have any reliance on gas (compared to the previous premises that still used gas heating). Additional reductions in Scope 1 emissions relate to rationalisation of space and a corresponding reduction in heating required in the remaining UK offices that still rely on an element of gas.

The assessment of CO2e emissions follows the market-based approach for assessing Scope 2 emissions from electricity usage. The small absolute increase in energy use during the year reflects the effect of all properties being occupied for the full reporting period, compared to some periods of temporary vacancy in the prior year. The reduction in Scope 2 market-based emissions reflects the full year effect of the transition to renewable energy supply across the entire UK office portfolio, in addition to that in Pune, India.

We continue to voluntarily report on our Scope 3 emissions because these comprise a material component of our overall carbon footprint. We have continued to focus on aligning our data collection and calculation methodology with the Greenhouse Gas Protocol Scope 3 Standard guidance. By placing greater scrutiny on this methodology we are continuing to improve 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 but are on track to report on this data from the 2025 reporting period.

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 FY24. This reflects the return in some capacity to travel required to engage with colleagues and clients that was halted during the Covid-19 pandemic and subsequent years. We recognise that this increase in travel activity is not sustainable and we are continuing to establish ways of working that support our carbon reduction ambitions whilst maintaining strong connections with our colleagues and clients globally. We have now included water in our waste figures (restated for 22/23) and the increase in 23/24 reflects higher usage across our offices post-pandemic.





Climate Action (energy, emissions, water and waste)

Reporting Years 22/23 & 23/24	UK totals 22/23	International totals 22/23	TOTAL 22/23	UK totals 23/24	International totals 23/24	TOTAL 23/24	Variance %	Increase/Decrease
Energy consumption		The following data reflects absolute energy consumption						
Gas and fuel KWH	976,718		976,718	882,059	-	882,059	-10.7%	Decrease
Electricity KWH	2,615,922	2,281,637	4,897,559	2,711,084	2,378,473	5,089,557	3.8%	Increase
Total energy used in KWH	3,592,640	2,281,637	5,874,277	3,593,143	2,378,473	5,971,616	1.6%	Increase
% Split across UK and International Sites	61%	39%		60.2%	39.8%			
Energy consumption		The following data reflects KWH after accounting for renewable energy purchased						
Electricity KWH	7,463	1,197,934	1,205,397	-	1,004,980	1,004,980	-19.9%	Decrease
Gas KWH	945,501	-	945,501	652,303	-	652,303	-44.9%	Decrease
Total KWH	952,964	1,197,934	2,150,898	652,303	1,004,980	1,657,283	-29.8%	Decrease
% Split across UK and International Sites	44.3%	55.7%		39.4%	60.6%			
Carbon emissions								
Scope 1 emissions (TCO ₂ e)	178.3	0.0	178.3	119.1	0.0	119.1	-49.7%	Decrease
Scope 2 emissions (TCO ₂ e)	1.4	314.5	315.9	0.0	253.8	253.8	-19.7%	Decrease
Total Scope 1&2 emissions (TCO₂e)	179.7	314.5	494.2	119.1	253.8	372.9	-24.5%	Decrease
Scope 3								
Category 3 Fuel and energy related	128.5	245.5	374.0	211.9	161.2	373.1	-0.2%	Decrease
Category 5 Waste generated in operations	4.2	8.5	12.7	3.7	11.1	14.9	17.2%	Increase
Category 6 Business travel - UK only	589.9		589.9	736.3		736.3	24.8%	Increase
Category 7 Employee commuting	716.2	676.2	1,392.4	815.0	769.7	1,584.7	13.8%	Increase
Total Scope 3 emissions (TCO₂e)	1,438.8	930.2	2,369.0	1,767.0	942.1	2,709.0	14.4%	Increase
Total Scope 1,2 & 3 emissions(TcO₂e)	1,618.5	1,244.7	2,863.2	1,886.1	1,195.9	3,081.9	7.6%	Increase
Intensity ratio TCO ₂ e per employee (Scopes 1&2)			0.12			0.08	-30.3%	Decrease



Colleagues

		FY22/23		FY23/24	
Workforce Overview	Total number of employees	4337		4643	
		Male	Female	Male	Female
	Total by Gender	1778	2546	1828	2757
		UK	International	UK	International
Contract Type	Total by Region	2830	1507	3029	1614
	Permanent	4288		4602	
		Male	Female	Male	Female
	Total by Gender	1756	2530	1809	2743
	UK	International	UK	International	
Working Hours	Total by Region	2803	1485	3009	1593
	Temporary	49		41	
		Male	Female	Male	Female
	Total by Gender	22	16	19	14
	UK	International	UK	International	
Working Hours	Total by Region	27	22	20	21
	Full-Time Colleagues	3841		4118	
		Male	Female	Male	Female
	Total by Gender	1711	2128	1747	2325
	UK	International	UK	International	
Working Hours	Total by Region	2444	1397	2630	1488
	Part-Time Colleagues	457		506	
		Male	Female	Male	Female
	Total by Gender	52	404	71	423
	UK	International	UK	International	
Working Hours	Total by Region	364	93	392	114
	Zero Hour Colleagues	39		19	
		Male	Female	Male	Female
	Total by Gender	15	14	10	9
	UK	International	UK	International	
Working Hours	Total by Region	22	17	7	12

Workforce Overview

Male	1,828	Female	2,757
UK	3,029	International	1,614

		Without Consultants		With Consultants	
		FY22/23	FY23/24	FY22/23	FY23/24
Divisions	Central Services (Non Fee Earners / Fee Earners)	1067	1182	1075	1193
	Commerical Services (Fee Earner)	1251	1348	1266	1365
	Insurances Services (Fee Earner)	1631	1754	1656	1765
	Legal Operations (Fee Earner)	339	318	340	320
	Total	4288	4602	4337	4643
Other	Non-Colleagues (Contractors, Consultants, etc)	49	41		
Temporary Total by Gender		Male	Male	Female	Female
	Total	22	14	16	19
Temporary Total by Region		UK	UK	International	International
	Total	27	20	22	21

Contract type

Permanent Male	1,809	Temporary Male	19
Permanent Female	2,743	Temporary Female	14
Permanent UK	3,009	Temporary UK	20
Permanent International	1,593	Temporary International	21

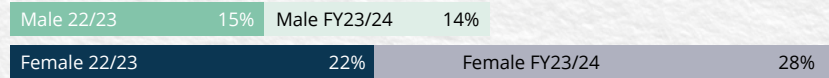




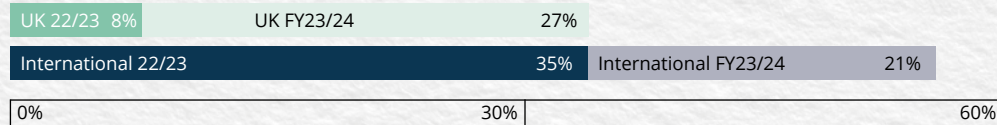
Colleagues continued

		FY22/23		FY23/24	
Attrition	Total by Gender	Male	Female	Male	Female
		464	709	483	683
	Total by Region	UK	International	UK	International
		718	456	686	514
Joiners	Total by Gender	Male	Female	Male	Female
		535	913	549	874
	Total by Region	UK	International	UK	International
		781	699	870	621
Difference in volume between new joiners compared with leavers by Gender		Male	Female	Male	Female
		15%	22%	14%	28%
Difference in volume between new joiners compared with leavers by Region		UK	International	UK	International
		8%	35%	27%	21%

Difference in volume between new joiners compared with leavers by Gender



Difference in volume between new joiners compared with leavers by Region



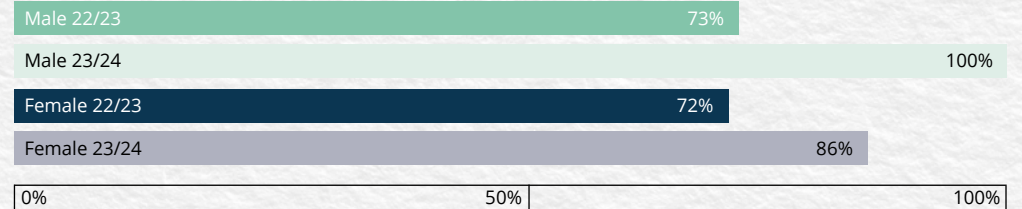
Supporting Statement

Our methodology is outlined within the 'definitions' section.

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.

		FY22/23		FY23/24	
Parental Leave	Total number of colleagues that were entitled to parental leave by Gender	Male	Female	Male	Female
		1121	1682	1171	1813
	Total number of colleagues that took parental leave by Gender	Male	Female	Male	Female
		67	68	10	81
	Total number of colleagues that returned to work after Gender	Male	Female	Male	Female
		62	64	9	29
	Total number of colleagues that returned to work after after parental leave ended that were still employed 12 months after their work by Gender	Male	Female	Male	Female
		22	48	9	25
Parental Leave retention percentage by Gender		Male	Female	Male	Female
		73%	72%	100%	86%

Parental Leave retention percentage by Gender



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.





Data Protection & Cyber Security

	FY22/23	FY23/24
Total number of substantiated complaints received concerning breaches of customer privacy, categorized by:		
Complaints received from outside parties and substantiated by the organization;	0	0
Complaints by regulatory bodies	0	0

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 FY2023/24 the number of colleagues globally who received Information Security training relevant to their jurisdiction was 2, 311.





Diversity and Inclusion

	Key	FY22/23	FY23/24	
Gender	Male	41.0%	39.5%	
	Female	59.0%	59.5%	
Ethnicity	Asian / Asian British	8.1%	8.8%	
	Black/Black British	2.3%	2.3%	
	Mixed/multiple ethnic groups	2.8%	3.0%	
	Other ethnic group	0.9%	1.0%	
	White	70.7%	71.9%	
	Prefer not to say	1.6%	1.7%	
	Not Completed	13.6%	11.2%	
Age	16 - 24	7.8%	9.1%	
	25 - 34	37.4%	37.7%	
	35 - 44	27.5%	26.7%	
	45 - 54	17.0%	16.6%	
	55 - 64	7.7%	7.8%	
	65 +	1.1%	1.8%	
	Not Completed	1.5%	0.4%	
Sexual Orientation	Lesbian, Gay, Bisexual	4.6%	4.6%	
	Heterosexual/ Straight	76.9%	80.5%	
	Other / Prefer to self-describe	0.2%	0.2%	
	Prefer not to say	4.0%	4.0%	
	Not Completed	14.3%	10.7%	
Religion	No religion or belief/Atheist	36.1%	36.1%	
	Buddhist	0.1%	0.1%	
	Christian	36.0%	37.0%	
	Hindu	1.2%	1.5%	
	Jewish	0.4%	0.4%	
	Muslim	4.8%	4.9%	
	Sikh	1.1%	1.1%	
	Any other religion or belief	1.6%	1.3%	
	Prefer not to say / Not Specified	4.4%	4.8%	
	Not Completed	14.3%	12.9%	
	Disability	Yes	4.0%	6.0%
		No	72.4%	77.8%
		Prefer not to say	1.2%	1.7%
Not Completed		22.2%	14.5%	

Gender percentage spread



Ethnicity percentage spread



Age percentage spread



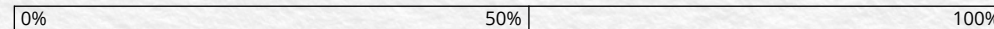
Sexual Orientation percentage spread



Religion percentage spread



Disability spread



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.





Health, Safety and Wellbeing

		FY22/23	FY23/24
"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"	3	7
	The main types of work-related injury	Slips and trips	Cuts to Hand/Finger
"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 has never been prosecuted or served Notices by the HSE or any other governing body.

Procurement

	FY22/23	FY23/24
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	259	296
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.

We continue to review our approach to procurement to improve our data and reporting and to assess and manage actual or potential negative environmental and societal impacts within our supply chain.

We continue to review the composition of our supply chain and are currently unable to report on percentage of local suppliers we appoint for goods and services.





Training

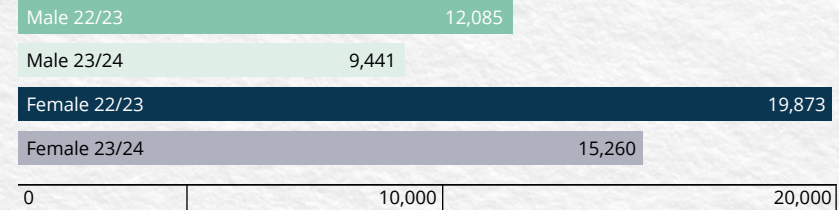
	FY22/23		FY23/24	
	Male	Female	Male	Female
Total by gender	12,085	19,873	9441	15260
Average hours of training by Gender	7	8	5.16	5.54
	Fee Earner	Non-fee Earner	Fee Earner	Non-fee Earner
	Total by Fee Earner / Non Fee Earner	26,488	5,468	20,161
Average by Fee Earner / Non Fee Earner	7	8	6.2	3
Number of all colleagues who have received environmental training	100		547	
Number of all colleagues who have received human rights training (Including Modern Slavery)	1,184		784	

Supporting Statement

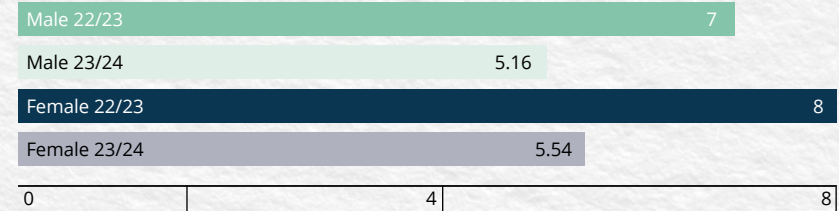
Through our DWF Academy, we offer colleagues three programmes of training – Foundations, Essentials and Leadership. Each programme is designed with a target audience in mind to equip colleagues with the skills they need to excel in their current role and prepare them for progression.

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.

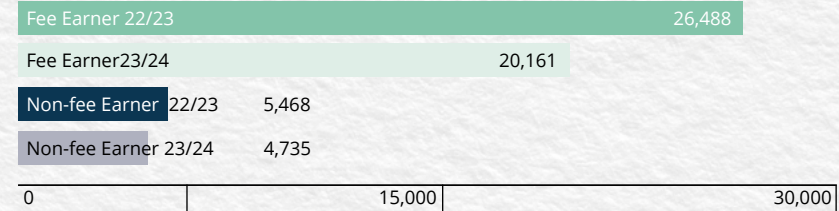
Hours of training per colleague - Total by gender



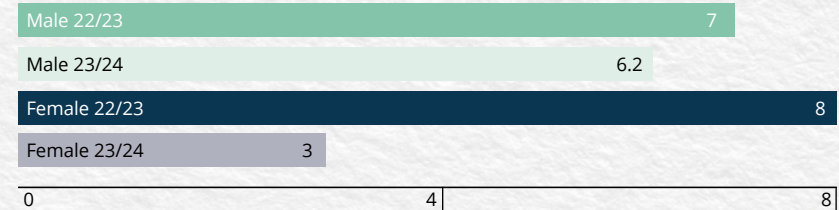
Average hours of training by gender



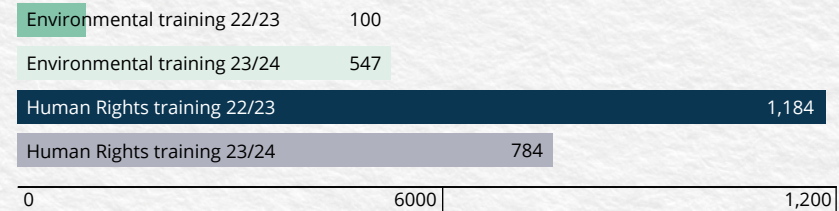
Hours of training per colleague - Total by gender



Total by Fee / Non-fee Earner



Number of all colleagues who have received training





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.

List of key policies and ISO certifications

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
- 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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