



Delivering positive outcomes with our colleagues, clients and communities



Inside this report

Introduction

An introduction from Sir Nigel Knowles	3
A message from our CEO	4
About DWF	5
Highlights of 2024/2025	6
Accelerating our Digital Transformation Programme	8

ESG & Sustainability at DWF

Introduction	10
Progressing the Sustainable Development Goals	12
ESG & Sustainability strategy	14
Governance	16
Reporting standards and frameworks	18
Risk & ethics	20
Working in partnership	33

Living and breathing our purpose

Climate action	38
Diversity, Equity & Inclusion	43
Empowering colleagues and our communities	51
Supporting & connecting with our clients	74

ESG Performance & Metrics

Introduction	83
Performance against our ESG & Sustainability Strategy	84
ESG Metrics	86
Anti-bribery, corruption, fraud & complaints	87
Climate action	88
Colleagues	89
Data protection & cyber security	91
Diversity, Equity & Inclusion	92
Health, safety & wellbeing	93
Procurement	93
Training	94
Policies & ISO certificates	95



An introduction from Sir Nigel Knowles

Through more than five years as Chief Executive Officer (CEO) of DWF, I have been very proud of the firm's many achievements in progressing our ESG & Sustainability agenda.

As a publicly listed company and now as a privately owned firm, we have consistently sought to demonstrate leadership in our sector and we retain a clear ambition for sustainability and ESG excellence.

This is evident in our purpose, which is to deliver positive outcomes with our colleagues, clients and communities. Our ESG & Sustainability strategy embodies this purpose through an alignment with the United Nations Sustainable Development Goals and a strong focus on responsible business practices, climate action, equality and human rights, justice, health and wellbeing, and the development of a diverse and engaged workforce.

Climate change in particular is an ever-more urgent issue, with experts from numerous respected international bodies indicating that time is running out to limit its more severe impacts. It is a sobering message, which must drive greater action from us all.

This year we have continued to take climate action in collaboration with other members of the Legal Charter 1.5, including on a project to develop a tool enabling firms to measure advised emissions – the climate impact of our legal work.

One of my final responsibilities as CEO was to finalise our Pathway to Net Zero, through which DWF has committed to achieve net zero carbon emissions by 2045. This includes prioritising a 90% emissions reduction target, with the residual 10% emissions addressed through an innovative carbon removal project. The DWF Forest on the Scottish borders

will sequester carbon as it matures, while actively restoring nature and biodiversity as well as supporting local communities.

It is a fantastic project, and it was a real pleasure to visit the site early this year. It is also testament to the power of collaboration as we work alongside Climate Impact Partners and the landowner to deliver a long-term investment in environmental stewardship.

I am very pleased to welcome Matthew Doughty as DWF's new Chief Executive Officer, with effect from 1 August 2025. Matt has a long-standing commitment to ESG & Sustainability, including as our Board ESG Sponsor and member of our ESG & Sustainability Leadership Group.



A message from our CEO

I step into the role of CEO with DWF recognised as a leader on ESG & Sustainability. In October 2024, Lamp House Strategy, a consultancy providing insights on the legal sector, named DWF as the leading law firm for Responsible Business. This is excellent recognition for the firm overall and demonstrates Nigel's leadership on this issue over his years at the helm.

We have an outstanding group of talented and purpose-driven colleagues who want us to grow sustainably. And we are backed by a single growth investor in Inflexion, whose support is allowing us to accelerate

the implementation of our strategy. I am looking forward to taking on this opportunity to continue building on our success.

I am pleased with the positive progress we are making against the four core pillars of our ESG & Sustainability strategy and driving forward our underpinning pillars of acting with integrity through ethical and responsible business practices as well as increasing trust and transparency through our reporting and disclosures.

We remain committed to good governance on ESG, and I will continue in my role of Board ESG Sponsor, working closely with and supporting our Chief Sustainability Officer and wider team. I will retain membership of our ESG & Sustainability Leadership Group.

Through this report, we demonstrate to all of our stakeholders the actions, initiatives, leadership and progress we are making on key areas. Over the reporting year, 1 May 2024 to 30 April 2025, this includes:-

- continued reduction in our Scope 1 and 2 emissions;
- finalising our Net Zero Pathway and announcing the DWF Forest;
- improving our gender representation at senior levels;
- continued and increased focus on colleague health and wellbeing;
- launching a standalone pro bono legal practice in our Brisbane office; and

- celebrating 10 years supporting communities through the DWF Foundation and distributing over £1.4 million in grant support.

Our existing strategy and priorities were set in 2022 with a three-year horizon, meaning this year we will commence a review of our ESG & Sustainability Strategy. This will include a full Materiality Assessment through which we will consult and engage with our colleagues, clients and the communities in which we operate. This will enable us to gather a range of feedback and ensure that our refreshed strategy reflects all stakeholder interests and helps us to deliver on our purpose.

We remain committed to providing clear and transparent disclosure and to the continued implementation and monitoring of reporting standards which drive improvements in performance and outcomes. This includes the Taskforce on Climate-related Financial Disclosures (TCFD) and Carbon Disclosure Project (CDP), together with monitoring developments in the Taskforce for Nature-related Financial Disclosures (TNFD), Corporate Sustainability Reporting Directive (CSRD), European Sustainability Reporting Standards (ESRS) and developments within the Global Reporting Initiative standards (GRI).

Our report has been prepared in line with Global Reporting Initiative (GRI),

Sustainability Accounting Standards Board (SASB), World Economic Forum Stakeholder Capitalism Metrics and align to the UN Sustainable Development Goals.

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 (UN) goals, particularly the Sustainable Development Goals (SDGs). DWF continue to prioritise five UN SDGs aligned to our ESG & Sustainability strategy.





About DWF

DWF is a leading global provider of integrated legal and business services, operating across eight key sectors in over 35 global locations and employing over 5,000 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.

ESG & Sustainability is core to our business model, strategy and decision making, and starts with our purpose of delivering positive outcomes with our colleagues, clients and communities.

We achieve this by listening to our clients, and delivering our services in a way that is future focused and considers the changing world and people, planet and places.

Our ESG & Sustainability strategy focuses on how we conduct our business responsibly, reflecting our commitments to our clients and communities, minimising our impact on the environment, our ongoing emphasis on Diversity, Equity & Inclusion and our support for the DWF Foundation, which will celebrate its 10th anniversary in December 2025 and has awarded over £1.4 million to more than 700 charities to date.

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 2024/2025

Financial highlights

Annualised net revenue increased by 8% to £466m

8%
increase in
annualised
net revenue

Strategic highlights

Strengthening governance

In July 2024, Steve Varley was appointed as Independent Non-Executive Chair of the Group. Steve was Chair and Managing Partner of EY in the UK & Ireland between 2011 and 2020, and Global Vice-Chair, Sustainability at EY Global between 2020 and 2023. In addition, Steve has recently completed his post as Special Advocate for the United Nations Framework Convention on Climate Change (UNFCCC), is a Patron of the EY Foundation and is the Chair of Liverpool Football Club Foundation.

We recently announced our Group CEO transition plan. Sir Nigel Knowles retired from his position with effect from 1 August 2025. He will remain as Senior Advisor to the business, focused on client engagement and growth. Matthew Doughty, previously CEO of our Insurance Services division became Group Chief Executive effective from the same date.



Steve Varley
Independent Non-Executive
Chair of the Group



Matthew Doughty
CEO

Winners



Commitment to Excellence



Highlights of 2024/2025

Strategic highlights

Acquisition and growth

Proclaim acquisition in September 2024 significantly expanded the Group's Claims Management Adjusting (CMA) capabilities in Australia. This added to the Group's global CMA platform which now comprises 320 colleagues across nine jurisdictions.

Through November 2024 and December 2024, the Group made a series of announcements regarding team hires, which have strengthened the firm's capabilities in strategically important locations. These announcements included:

- A team hire of 62 new colleagues, including 9 partners, from the London market team of the Australian law firm, Hall & Wilcox. This move significantly strengthened our insurance litigation practice in Australia.
- Joining forces with the insurance and civil litigation team of the Canadian law firm, Bélanger Sauv . This move resulted in 28 people, including 9 partners, joining DWF. It established Montreal as a fourth location in Canada, in addition to Toronto, Vancouver and Calgary.
- The addition of 12 people, including 3 partners to our Commercial Services division in Warsaw.

We achieved a Net Promoter Score of +65, significantly outperforming the global law firm average of +40. This remains a core measurement of client experience and central to our client engagement strategy.

We promoted 29 colleagues to partner, or to a higher career level within our partnership structure. In total, more than 320 colleagues were promoted across the business in our January promotions.

In addition to our internal promotions, we made a further 36 lateral hires at partner level.

Digital transformation – continued roll out including deployment of Microsoft Copilot globally.

Lamp House Strategy – ranked DWF as overall leading law firm for responsible business practices.

We finalised and published our Pathway to Net Zero by 2045 and announced the DWF Forest.

Winner of Northern Power Women Awards – Large Organisation.

Winner of the Recruitment Industry Disability Initiative – Disability Confident Private Sector award.

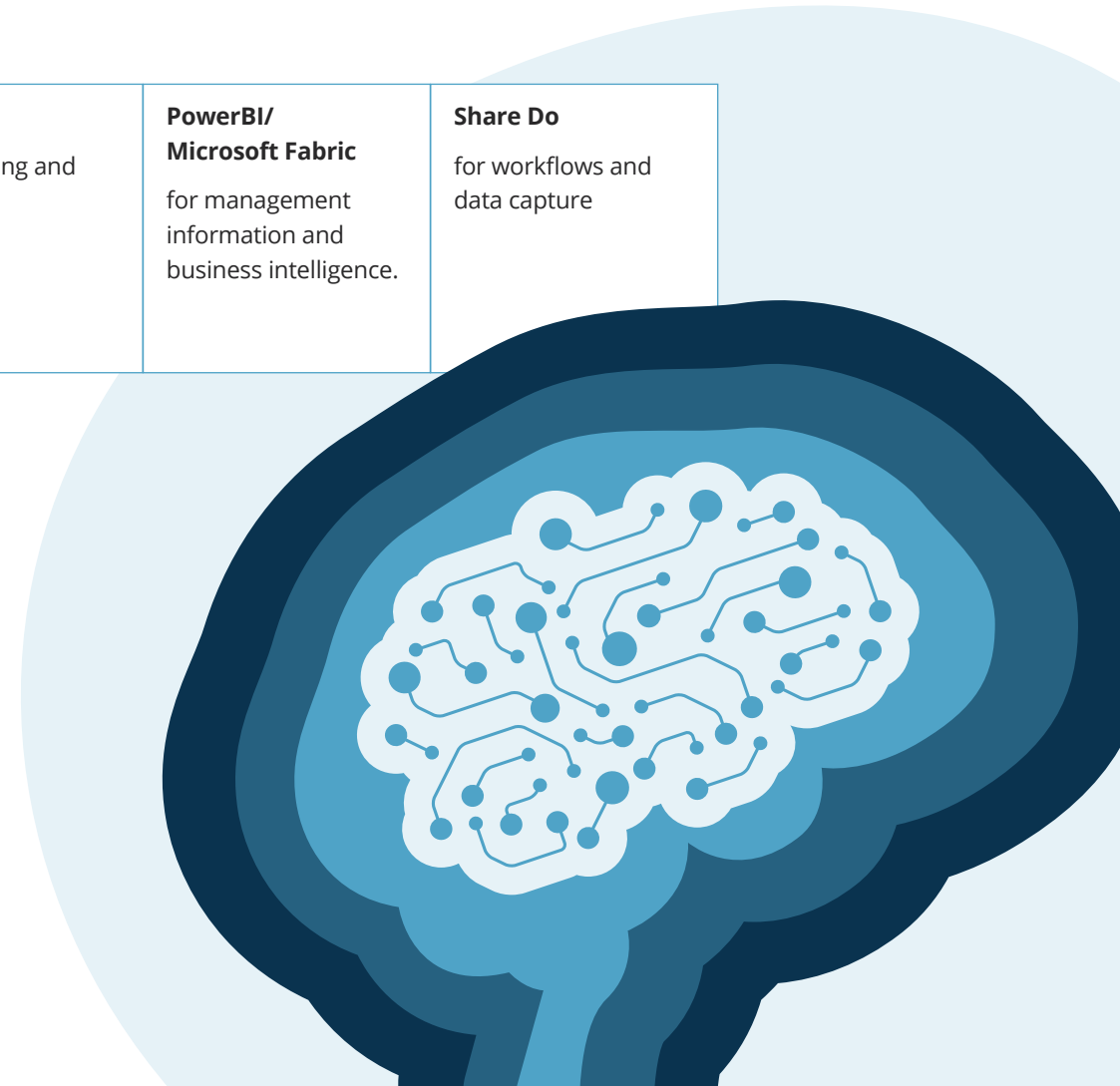
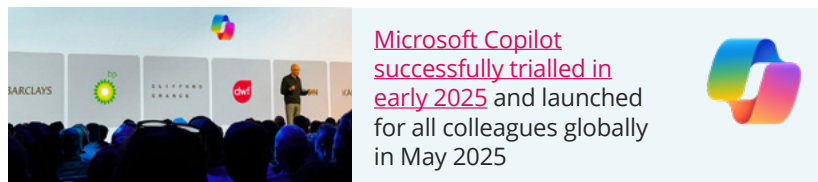
Accelerating our Digital Transformation Programme

We have continued to accelerate our Digital Transformation Programme to deliver the systems and processes that provide the foundation for both our Global Operating Model and for using AI effectively.

The 5 core systems are:	Bob for HR and people data	3e Cloud for client billing and finance workflows	Hubspot for marketing and client data	PowerBI/ Microsoft Fabric for management information and business intelligence.	Share Do for workflows and data capture
-------------------------	--------------------------------------	---	---	---	---

This was added to during the year with the announcement in May 2024 of the latest development in our Digital Transformation Programme, the global deployment of Copilot for Microsoft 365 following a successful trial in early 2025. This development follows on from the successful deployment of the new people platform Bob in the previous year and the operationalisation of Sharedo, a new case management system, during the year.

In FY 2025/2026, we will focus on continued acceleration of our Digital Transformation plans, with Hubspot for marketing and client data already underway. Governance structures are in place to consider appropriate use and impact of AI and other technology in line with responsible business practice.



ESG & Sustainability at DWF

Acting with integrity in
everything we do

Introduction	10
Progressing the Sustainable Development Goals	12
ESG & Sustainability strategy	14
Governance	16
Reporting standards and frameworks	18
Risk & ethics	20
Working in partnership	33





Introduction from Kirsty Rogers, Chief Sustainability Officer

Firstly, I want to acknowledge the leadership and contribution made by Sir Nigel Knowles to ESG & Sustainability at DWF – His support has been invaluable with a particular highlight being our trip to the Broadmeadows estate and the DWF Forest following the launch of our Pathway to Net Zero. The impact of our investment in that

project and the multiple beneficiaries was clear to see and walking through the hillside forest with Nigel illuminated his personal and professional commitment to this project and to ensuring we deliver credible positive outcomes we can align to the United Nations Sustainable Development Goals (SDGs).

Our new Group CEO, Matt Doughty, is equally committed and having worked very closely with Matt on our ESG & Sustainability strategy from its inception I know that this is something close to his heart which he is deeply engaged in and determined to lead on. I welcome his appointment as a true champion of responsible business in all its forms with an understanding that we need to actively demonstrate that how we do business is who we are.

This year I am immensely pleased to say that we have made notable progress in delivering our commitments within our ESG & Sustainability strategy and integrating this with the required actions necessary to deliver the SDGs, particularly those which we focus on the most – 5, 8, 10, 13 and 16.

This year we will undertake a full review and update of our strategy which will be informed by a double materiality assessment. This ensures that we engage with all of our stakeholders meaningfully whilst maintaining our commitment to leadership and excellence on ESG & Sustainability and keeping pace with existing

and emerging standards, frameworks stakeholder expectations and future disclosure requirements.

The green thread that runs through our strategy is Collaboration, Communication and Education. By focussing on these as we focus on our strategic pillars, we are maximising what we can do for ourselves, our clients, and the communities in which we are based. Our efforts were highlighted by the Global Goals campaign we ran in September 2024 which enabled everyone to take an action and share it – simple and effective. The impact was incredible both for engagement, education and of course for those who benefit from our actions, be it people, places or the planet.

Internal collaboration has been matched by the work we have undertaken with partners such as UN Global Compact, Legal Charter 1.5, Business in the Community, Legal Sustainability Alliance, Climate Impact Partners, Working Families, Bar Sustainability Alliance, as well as supporting the DWF Foundation. The impact we have made and can continue to make by working in partnership through such responsible business networks cannot be understated. The sharing of information, education and action makes meaningful change possible and demonstrates the art of the possible and positive. Increasingly it is the partnerships between us and others in all walks of life which will enable the delivery of

necessary action for a sustainable business and future and SDG 17 Partnerships for the Goals is our guiding star.

We have accelerated our efforts on actions that result in better outcomes for all. This is reflected in the places where we work through focused attention on local communities, in particular through our Five Star Schools programmes now launched in India. Further, grants awarded through our Foundation now total over £1.4 million and volunteering activities take place across the globe. With the DWF Foundation's ten-year anniversary approaching I couldn't be prouder of the changes that we are enabling, and we have many activities planned in celebration. My particular thanks goes to Jim Davies – the D in DWF – for chairing our Foundation and his truly inspiring enthusiasm for helping others.



This year we have also streamlined our Pro Bono work so that it is more impactful and aligned to our priorities — from supporting at COP 29, helping develop an ethical framework for in house lawyer and successfully representing an individual in the Supreme Court in relation to Human Rights in Australia.

Whilst the wonderful DWF Forest is a beacon for us, we are determined to fully operationalise our pathway to Net Zero alongside this investment and this year I am happy to report that we have made more significant progress on Scopes 1 and 2, forensically challenging the data and information for Scope 3 to enable a full plan of action to 2045 for appropriate reduction in emissions.

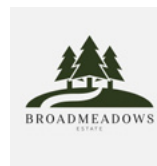
Our commitment to our colleagues also remains undaunted despite the challenging world we live in. We look forward to a new Health and Wellbeing programme launching in the coming months and our commitment to Diversity, Equity & Inclusion (DE&I) remains as strong as it always was. Our best opportunity for sustainable growth lies in the rich diversity and capability of our colleagues and allowing them to bring their unique insights to work serves to deliver the best outcomes for ourselves and our clients. Our recently relaunched DE&I networks and leadership group provide the drive for this.

Education is one of the key aspects of our sustainability strategy and developing

colleague knowledge and understanding of the changing world and its risks to enable the most informed future focused advice and work is provided to clients is critical. Access to sustainability education and ensuring everyone at DWF is fully informed of its relevance to them is part of our commitment to educate and support our colleagues as well as to ensuring we are considered trusted advisers. Our education strategy is ever evolving.

Looking to 2025/2026 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, social and governance 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 & 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 integrity of environmental, social and governance 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 & Sustainability and to navigate the future with confidence.”



Progressing 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:

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

Over the year, we started to better integrate the SDGs into our ESG strategy and operational plan, particularly focusing on internal and external communications to raise awareness and understanding of our commitment to this important global agenda for sustainable development. With progress to achieve the SDGs falling behind and time rapidly running out, it is more important than ever for businesses to address this global agenda and ensure a sustainable future for all. Our actions included education for our colleagues encouraging action by everyone both in and out of work.



Global Goals Week 2024 and colleague engagement

In September 2024 we ran a global colleague engagement campaign to coincide with Global Goals week, an annual week of action to raise awareness and accountability for the SDGs. The campaign showcased our purpose and values, whilst supporting our vision to create sustainable growth and enhance our brand and reputation, and demonstrating to clients and stakeholders that we are a global business that not only talks about ESG principles but lives them.

Our campaign was shortlisted for the Legal ESG 500 Awards in February 2025 and was a deciding factor in DWF being the overall winner of the Northern Power Women Awards - Large Organisation in March 2025.

Campaign call to action

Photo campaign: DWF colleagues shared photos on social media actively supporting Global Goals.

Location focus: Colleagues participated in a Global Goals Week team activity.

Engage with ESG & Sustainability report launch: We asked colleagues to read and share our ESG & Sustainability Report to raise awareness.

Participate in social impact and DE&I activity: Colleagues participated in our scheduled 5 Star Futures webinars and we encouraged them to join our revamped DE&I Networks.



Campaign impact

Global Goal engagement:

122 pledges shared online including from our Chair, Chief Executive, Executive Leadership Team and ESG Leadership Team. Internal blogs and video content from our Chief Sustainability Officer were shared widely. Feedback received that this campaign inspired peer groups to take action.

Education:

Developed and ran internal education sessions to raise awareness of the Global Goals, attended by over 500 colleagues.

Report launch:

Developed a new website landing page with launch animation and a coordinated marketing campaign to stakeholders. This received double the average rate of user interaction and an engagement rate of 61.3%.

Community impact & social mobility:

Our 5 STAR Futures 'In conversation with..' series featured daily 15-minute online Q&A sessions with colleagues from across our business talking about their role and work experiences, inspiring school students, university students and those interested in learning more about the legal profession and life at DWF.

Free sustainability webinar:

Delivered sessions to help not-for-profit organisations reduce their environmental impact and secure funding. Session oversubscribed and attended by 25 community orgs with further iterations planned.

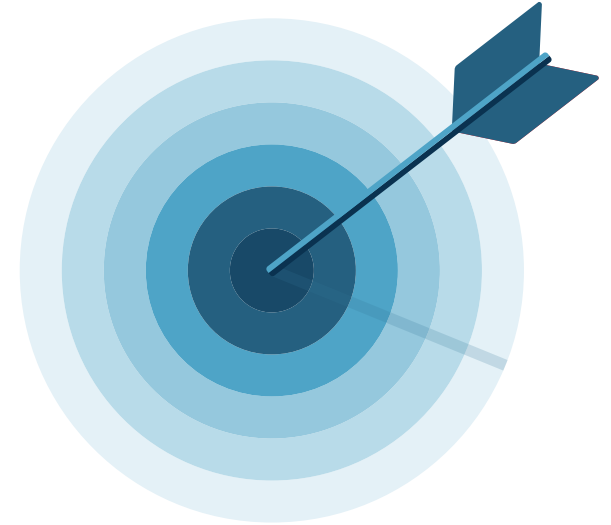
DE&I networks:

Our DE&I strategy directly supports SDGs 5 and 10 and through the campaign we refreshed our DE&I networks to increase their impact, resulting in a greater global reach and increasing participation with 60 new members.



Our ESG & Sustainability strategy

Our strategy, in place since 2021, is designed to focus on the issues that are most material and important to DWF and our stakeholders. To inform our current strategic priorities and ESG & Sustainability key performance indicators (KPIs), we conducted a detailed independent materiality assessment to identify where we have the most potential to create value aligned with our purpose. Over the last year, we concluded an internal review of our strategic priorities, informed by the double materiality approach, which determined that our ESG priorities remain broadly consistent with those reported in the 2021 assessment. We are preparing for a full strategic review, including a double materiality assessment and engagement with our key stakeholders, later in 2025 and plan to launch a refreshed strategy in May 2026.



Our six strategic pillars:

<p>Diversity, Equity & Inclusion</p> <p>Accelerating progress to improve representation and diverse talent pipelines.</p> 	<p>Climate action</p> <p>Recognising our role as a responsible business in supporting the global transition to a sustainable low-carbon economy.</p> 	<p>Empowering colleagues and our communities</p> <p>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.</p> 	<p>Supporting and connecting with our clients</p> <p>Ensuring the support we provide clients is through a future focused lens incorporating sustainability risks and where relevant improving sustainability performance.</p> 	<p>Acting with integrity in everything we do</p> <p>Taking ownership and holding ourselves accountable for the way we do business.</p> 	<p>Building trust and increasing transparency</p> <p>Enhancing the credibility of our own ESG disclosure, consistent with our purpose of delivering positive outcomes with our colleagues, clients and communities.</p> 
--	---	--	--	---	--

Our approach

We focus our efforts on understanding the impact of our business on all of 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, mature positive economy;
- work collaboratively within our sector to drive high ambition;
- engaging with stakeholders to ensure our ESG & Sustainability priorities remain focused on the most material issues; and
- Operationalising our ESG & Sustainability strategy.

We are asking everyone at DWF to participate in building a better business and a stronger future for us all and achieve this through:



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.

Highlights from 2024/2025 include:

Being recognised as the leading law firm for Responsible Business by Lamp House Strategy which tracks performance across governance, people and planet.

Running a colleague awareness and engagement campaign focused on the United Nations Sustainable Development Goals, highlighting and showcasing our purpose and values, whilst supporting our vision to create sustainable growth and enhance our brand and reputation.

Finalising and announcing our Pathway to Net Zero and associated Carbon Reduction Plan and focus on 90% reduction in emissions by 2045

Collaborating on an innovative carbon removal project, the DWF Forest which will sequester carbon as it matures, addressing the 10% of our residual emissions.

Developing and rolling out mandatory ESG training for all colleagues and launching a new ESG Hub for education resources in the DWF Academy

Collaborating in our sector and supporting the creation of a climate education resource hub, a classification tool to understand the climate impact of our work and a climate policy monitoring research project

Being recognised in the Recruitment Industry Disability Initiative (RIDI) awards 2024, winning the Disability Confident – Private Sector award.

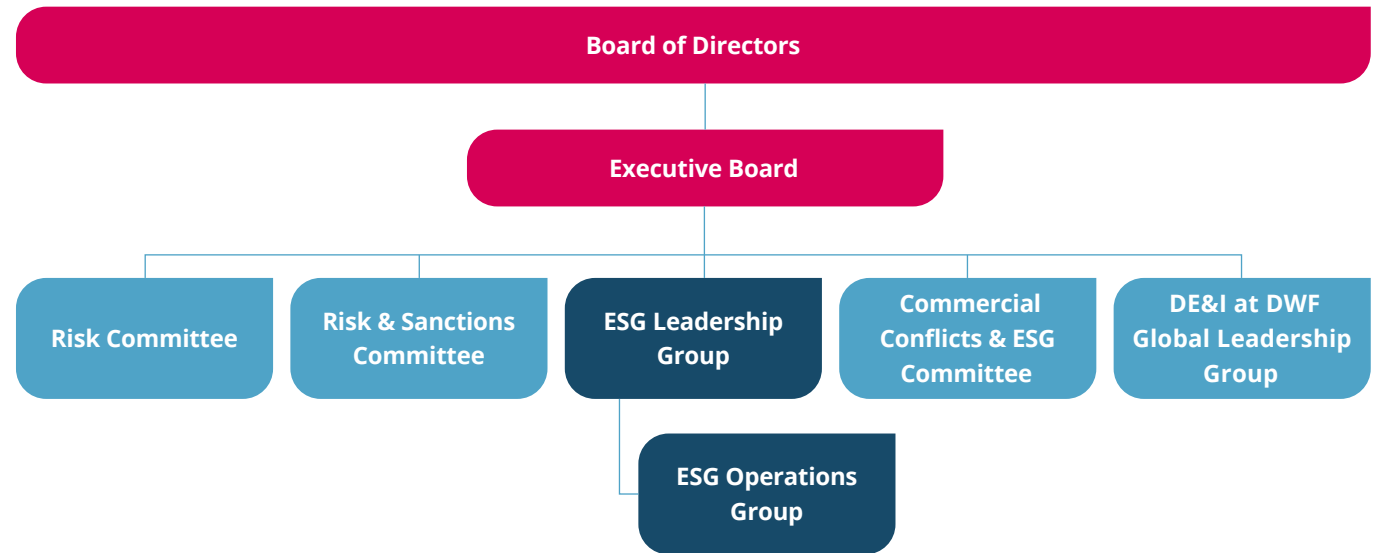
Launching our first stand along Pro Bono legal practice in our Brisbane office

Providing remote pro bono support to under-represented parties at COP 29 to assist in the understanding of and finalisation of the outcome of the COP

Supporting local communities and supporting social value creation through 111 grant awards from our DWF Foundation totalling £205,613 and through DWF colleagues delivering 12,183 hours of volunteering and 3,682 hours of pro bono support

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 Group, ESG & Commercial Conflicts Committee and Risk & Sanctions Committee.



Roles and responsibilities

Leadership

Chief Sustainability Officer

Reports to our Chief Operating Officer 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, is a member of our Executive Board and our Risk and Sanctions Committees. Reporting progress to the ESG Leadership Group and Executive Board is monthly.

Board Sponsor

Directly supports our Chief Sustainability Officer and 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, Equity & Inclusion at DWF Global Leadership Group

Embeds an inclusive culture across the business and looks at new initiatives to diversify our workforce. As DE&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, help 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.

Our Commercial and Insurance ESG Committees

continued to support us to embed our strategy over the year and will have a future focus on capacity building and education.

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.

DE&I at DWF Global Leadership Group

A committee of 25 organisational decision makers from across DWF divisions, central services, affinity networks, and global jurisdictions who are responsible for embedding and operationalising DE&I throughout DWF. We also have DE&I Executive Board Sponsors for each diversity strand.

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)
- World Economic Forum Stakeholder Capitalism Metrics
- UN Global Compact
- UN Sustainable Development Goals

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, in particular the original metrics within the European Sustainability Reporting Standards (ESRS).

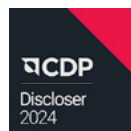
More information on progress against our targets and wider ESG reporting is provided in the ESG Performance and Metrics section of the report.

Transparency and excellence

Transparent reporting and disclosures are a crucial factor in understanding business performance and in demonstrating our progress to all stakeholders. We voluntarily report and disclose using the TCFD framework ensuring that we are addressing

the climate risks, impacts and opportunities relevant to our business (see pages 24 to 32 for our full report). Further we provide environmental disclosures to CDP and publish an annual [Carbon Reduction Plan](#).

In terms of broader sustainability performance, since 2021 we have undertaken assessments through EcoVadis and have consistently improved our ratings, most recently retaining the Silver Medal and being placed in the 86th percentile and increasing our overall score from 65 to 70 from the previous year. On average, others in our industry classification score 58%. Other assessments and benchmarks include Employers Network for Equality & Inclusion - Talent Inclusion and Diversity Evaluation (ENEI TIDE) and Clear Assured. We are also subject to investor ESG scrutiny and legal sector benchmarks for responsible business.



Inflexion ESG framework

We undertook our annual assessment in early 2025 against the Inflexion ESG Framework and were delighted to be assessed at the highest Pioneer level, advancing from Good Practice and ranking joint second out of the 52 companies in their investment portfolio.

For the next reporting year, Inflexion will revise assessment framework to ensure it continues to keep up with international best practices, including:

- double materiality assessments within Strategy and Governance
- tracking across all scopes within Climate Change
- effective performance management approach within High Performing Culture

	ESG Strategy	Climate change	Diversity & Inclusion	UN SDGs	External strategy
Comply	Nominated ESG lead	Tracking carbon / GHG	Tracking gender data		
Good Practice	All policies in place	Net Zero Pathway in place	D&I targets and initiatives in place	Mapped and understood	
Excel	Risk-based ESG strategy in place	Advanced practices			UN Global Compact
Pioneer	Value-based ESG strategy in place	Advanced practices			B Corp

Lamp House Strategy Responsible Business Annual Report

In October 2024, DWF was named as the leading law firm for Responsible Business by Lamp House Strategy. 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 and tracks performance in three categories; Governance, People and Planet.



“

Quote from Sir Nigel Knowles

“We are proud to be recognised by Lamp House Strategy as the overall leader for responsible business. We take our commitments to ESG & Sustainability very seriously, first and foremost because it is the right thing to do, but also because there is a clear business imperative to get this right. It is an expectation from our colleagues, from our clients and from the communities in which we operate.”

**LAMP HOUSE
STRATEGY**

“

Quote from Kirsty Rogers

“Since launching our ESG strategy, we have maintained our focus on advancing the UN Sustainable Development Goals, improving outcomes for our clients, fostering a more diverse and inclusive workplace, making meaningful community investment and reducing our scope 1 and 2 emissions on our journey to Net Zero. We also remain focused on better understanding our scope 3 emissions and how we can most effectively reduce that impact.

“Through collaboration with external partners, such as the UNGC Working Groups, Net Zero Lawyers Alliance, Legal Sustainability Alliance and the Legal Charter 1.5, we have strengthened our credentials and impact. 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.”

Risks & ethics

Risk management at DWF is an ongoing process, centred on the identification of 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.

Principle risks are applied a numerical risk rating and categorised in terms of risk appetite. DWF's Risk Committee has assigned a 'cautious' risk appetite to ESG and an 'averse' risk appetite in relation to 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.

During the year we continued our global policy review, aligning each policy to a Risk Taxonomy. 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 in 2024 and was reviewed during the year ahead of the second round of annual training which was undertaken during April and May 2025. It focuses on:-

- Business Code of Conduct
- Conflict Checks Policy (including information barriers and Confidentiality and Disclosure Policy)
- Delegation of Authority (includes Undertaking)
- Diversity, Equity & Inclusion
- Human Rights
- Modern Slavery
- Negligence Claims – Reporting Procedure
- Speak Up Policy
- Consumer Policy and Complaints
- Health and Safety Policy
- Quality Policy Statement

During the year we developed our the planned ESG Risk Taxonomy mandatory training which launched in February 2025 for all colleagues globally. This will be reviewed and updated each year and will be an annual, mandatory requirement for completion by all colleagues. This training focuses on educating our colleagues on key ESG concepts and terminology, our strategy, targets, and the role they can play in helping us achieve our ambition.

A new mandatory course is being developed on Prevention of Sexual Harassment which will launch in September 2025 and work is also underway on a new mandatory course relating to unacceptable behaviours to equip colleagues with the necessary tools to handle difficult conversations and be able to access support when handling situations involving abusive and offensive language. This will be available as a standalone course and will also be included as a module within our mandatory Conduct & Ethics training.

These compulsory modules emphasise the importance of ESG & Sustainability, 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. Our mandatory training complements other training and education initiatives relating to ESG & Sustainability which were developed over the year including through a refreshed on-line academy and the development within this of an ESG & Sustainability Hub.

All Mandatory Training must be completed for a colleague to qualify for any potential remuneration schemes.

Risks & ethics

ESG & Sustainability Policy Statement

We are committed to communicating our ESG & Sustainability commitments to all stakeholders and during the year we developed a new ESG & Sustainability Policy Statement, bringing previous sustainability, CSR and environmental statements into a holistic policy.

[Read the ESG & Sustainability Policy Statement here](#)



ESG Client Onboarding

Our ESG Client Onboarding 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

During the year we reviewed and updated our policy, procedure and risk assessment guidance and worked collaboratively with onboarding colleagues to improve and digitise the ESG client onboarding and risk assessment processes, further embedding them into wider onboarding and risk management policies and systems. This included collaboration with our business development and bid team colleagues to improve integration of ESG risk considerations into the bid/no bid decision process.

Work on this continues into next year, including integration of ESG risk assessment processes into our Digital Transformation Programme (client and matter systems), extending the process to matter onboarding and trialling and testing a new Matter Classification Tool designed better understand, assess and measure the climate impact of our work, which was launched in April 2025.

This ensures that we will continue to refresh, review and further develop robust assessment frameworks as part of new client/matter 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 and stakeholder expectations.

Business Code of Conduct

Our Code of Business Conduct which is applicable to all our colleagues globally describes how we put our values into practice. It helps us to do the right thing, to be a responsible business, to ask the right questions and make the right decisions every day. This was reviewed and updated during the year.

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



By following the principles and guidance contained within our Business Code of Conduct, 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.

Risks & ethics

Speak Up policy and helpline

We are committed to help ensure that as a business we ask responsibly, and continue to serve our clients, colleagues and communities with the highest standards of honesty and accountability. Our Global Speak Up policy outlines the process to raise a concern about wrongdoing, safe in the knowledge that it will be investigated promptly and effectively. This policy was reviewed and updated during the year. This is communicated publicly on our website [here](#) and our overarching Speak Up Process can be found below.

[Read our Speak Up Policy here](#)

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, modern slavery and our management of human rights risks.

Human Rights Due Diligence Action Plan

In September 2024, we completed our participation in the UN Global Compact 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. From this, we applied their Human Rights Due Diligence assessment tool and have developed an Action Plan which was finalised in late 2024. This identified the most salient human rights risks to the business together with an action plan to address them. Implementation of this plan is overseen by an internal working group, led by our Chief Sustainability Officer and with representation from colleagues across ESG, procurement, HR, communications, IT, legal, complaints and risk.

[Read our Human Rights Policy Statement here](#)

[Read our Modern Slavery Statement here](#)

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 Business Code of Conduct and reinforced in our Supplier Code of Conduct. Colleagues undertake mandatory training on modern slavery and human rights as part of the Conducts & Ethics taxonomy.

DWF is committed to promoting effective mechanisms for all stakeholders to report any suspected violations of our policies. We reinforce this through our Business Code of Conduct, Supplier Code of Conduct and raise awareness of our Speak Up Policy and Helpline through these and other associated policies, codes and statements.

Risks & ethics

ESG ethics - procurement and supply chain

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. 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.

During the year we further 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](#)



During the year we developed and operationalised our ESG Procurement & Suppliers programme which aims to further embed practices and initiatives to minimise risk in our supply and value chain on environmental, human rights and ESG matters and enhance due diligence in our supply chain. This initially focuses on:-

- Increasing supply chain engagement and collaboration on ESG;
- Improving supply chain due diligence and embedding a revised approach to ESG supplier selection, onboarding and risk assessment;
- Better understanding of our value chain impacts through supply chain ESG questionnaires to gather data;
- Increasing the diversity of the types of organisations in our supply chain and prioritising ethical suppliers; and
- Addressing salient issues identified in our Human Rights Due Diligence Action Plan relevant to our supply chain.

We 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.

In April 2025 we launched our new quarterly ESG Supplier Newsletter to share news, insights, resources and opportunities for collaboration on ESG.

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 (TCFD)

We recognise that the climate crisis and associated challenge of biodiversity loss 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 affect 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 to provide integrated legal services, and we 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 focused 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. We also assessed the potential impacts of climate change on our physical 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 board has oversight and overall responsibility for ESG & Sustainability, including the impact of climate-related risks and opportunities on the business. The Chief Sustainability Officer supports the board in their assessment of these risks and opportunities by providing regular updates and presenting on all key ESG & Sustainability matters and also manages the board's training requirements. The Chief Sustainability Officer sits on the Executive Risk

Committee, the Executive Operations Committee and chairs the wider ESG & Sustainability Leadership Group. This breadth of oversight ensures 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 & Sustainability Leadership Group, led by the Chief Sustainability Officer. Membership of this group comprises all central 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. The Group Chief Executive Officer is a member, and board sponsor, of the ESG & Sustainability Leadership Group and ensures that key outcomes are reported back to the board.

At each ESG & 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 & Sustainability Operations Group, a taskforce established to manage the operational programmes designed to deliver the ESG & Sustainability strategy.

Assessment of climate-related risks and opportunities is performed by the executive committees with input from 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 & Sustainability element of the Group's central risk register, managed by the Chief Risk Officer, and reviewed by the board.

During the year, the Chief Sustainability Officer and the Group Head of Sustainability provided one to one training on climate risk to each of the risk register owners across the business. The firm's bespoke carbon literacy course has been completed by over 1,000 colleagues, with further roll out being progressed across all locations. Additionally, a new mandatory training module on ESG & Sustainability was developed and launched for all colleagues and is housed on the ESG & Sustainability learning hub which also hosts specific subject matter learning modules related to climate impact.

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 board 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 board to incorporate the climate risk assessment into its overall strategic planning process.

Table 1.

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><i>Short term</i></p> <p><i>Medium term</i></p> <p><i>Long term</i></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>

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.

Climate impact	Impact categories & time frame	Description	Strategic implications
<p>2. Physical: Impact of extreme weather events on offices</p>	<p>Colleagues Clients Infrastructure</p> <p><i>Short term</i> <i>Medium term</i> <i>Long term</i></p>	<p>Office premises are exposed to extreme weather events, especially those in higher-risk geographies. This could result in damage to buildings and infrastructure, and disruption to our colleagues. This may hinder our ability to service our clients effectively.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> • 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. • DWF operates a flexible, hybrid-working model and all colleagues are provided with portable IT equipment. This means that the delivery of our services is not reliant on our offices being functional at all times and allows our colleagues to meet client needs from homes or other remote working locations. • Across all of our locations, and particularly in those that are most heavily exposed to extreme weather, we have well established channels of communication to ensure that colleagues do not travel to and between offices in dangerous weather conditions. This supports our ability to limit disruption to service continuity <p>Opportunity potential: N/A</p>
<p>3. Physical: Impact of extreme weather on remote and home working environments</p>	<p>Colleagues Clients</p> <p><i>Short term</i> <i>Medium term</i> <i>Long term</i></p>	<p>Remote working is a key mitigation tool during periods of disruption to office premises and therefore the impact of extreme weather on remote working locations has the potential to disrupt client service.</p>	<p>Risk resilience & mitigation:</p> <ul style="list-style-type: none"> • The more significant risk is that the frequency and magnitude of such events increases over the medium and long term, and the cumulative impact does materially impact output. In order to mitigate this risk, the group continues to build resilience into its operating model to limit the exposure to disruption in one specific location or region. This includes consideration of key talent location, investment in IT system support and bolstering key communication infrastructure. • A large portion of our operations are based in the UK, and within this location we have significant geographical spread which reduces our exposure to climate impacts such as periodic flooding and overheating. • 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 reducing over time. <p>Opportunity potential: N/A</p>

Climate impact	Impact categories & time frame	Description	Strategic implications
<p>4. Physical:</p> <p>Impact of extreme weather events on clients and their operations</p>	<p>Clients</p> <p><i>Short term</i> <i>Medium term</i> <i>Long term</i></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>Disruption to clients has the potential to impact revenue generating opportunities.</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 focused 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.
<p>5. Physical:</p> <p>Impact of extreme weather events on our supply chain</p>	<p>Communities</p> <p><i>Short term</i> <i>Medium term</i> <i>Long term</i></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"> The group continues to operate a model of strong diversification in its supply chain, therefore there has limited reliance on single providers, mitigating the risk of disruption. Additionally, as a professional services business our ability to deliver our core legal services has limited sensitivity to disruption in its physical goods supply chain. Where our reliance on single suppliers is high, such as in IT service provision, disruption to those suppliers is factored into business continuity planning. This ensures that DWF has an effective response in the event of 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>6. Physical</p> <p>Impact of changing climate on strategic plans for expansion through merger and acquisition</p>	<p>Colleagues Clients</p> <p><i>Short term</i> <i>Medium term</i> <i>Long term</i></p>	<p>The Group's strategic growth plans could be limited if expansion into new territories is not viable due to heightened climate risk and related economic downturn in 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 Chief Sustainability Officer provides guidance to the key strategic decision makers in relation to this risk. <p>Opportunity potential:</p> <ul style="list-style-type: none"> If the group focuses its growth plans on locations that are less exposed to climate risk, or experiencing economic growth linked to the transition to a low carbon economy there is strong potential for positive financial returns.

Climate impact	Impact categories & time frame	Description	Strategic implications
<p>7. Transition:</p> <p>Brand, reputational and talent impact related to the increased societal expectation around climate action</p>	<p>Colleagues Clients Communities</p> <p><i>Short term</i> <i>Medium term</i></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 and influence talent attraction and retention.</p>	<p>Risk resilience & mitigation:</p> <p>The Group has publicly disclosed its commitment to climate action through its 2045 net zero target and has a robust carbon reduction plan to support delivery. These commitments underpin its strong reputation in respect of environmentally responsible behaviour. The Chief Executive Officer is a member of the ESG & Sustainability leadership group and therefore gains relevant insight to ensure that operational plans to deliver the net zero target are integrated into the broader strategic plans for the business.</p> <p>DWF supports and collaborates with its peers across the legal industry through leading initiatives including Legal Charter 1.5 to demonstrate its ambition and call for collective action.</p> <p>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> <p>Opportunity potential:</p> <p>The public commitments the group has made to climate action increasingly attract 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> <p>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.</p>
<p>8. Transition:</p> <p>Transition to a low carbon economy triggers market shifts and changing client requirements for products and services</p>	<p>Clients</p> <p><i>Medium term</i> <i>Long term</i></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> <p>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 continue. We are therefore responding to this risk by ensuring our core services remain relevant to our clients in the face of climate change by educating all our colleagues on the subject. This will ensure that they are well placed to consider the impacts of climate change on the advice they give.</p> <p>Opportunity potential:</p> <p>For many of our clients across all sectors it is likely that their need for integrated legal and advisory services will increase during the transition to a low carbon economy.</p> <p>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.</p>

Climate impact	Impact categories & time frame	Description	Strategic implications
			<p>We have increased headcount and expertise in our existing well-established offering to the Energy & Natural Resources sector which is experiencing significant growth as a result of the transition, in addition to expertise in areas heavily impacted by regulatory change such as Real Estate and Construction.</p> <p>Our insurance division is led by industry experts who are at the forefront of developments impacting our clients in this space and is adapting its services to support them accordingly in the face of climate change.</p> <p>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.</p> <p>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.</p>
<p>9. Transition:</p> <p>The transition to a low carbon economy negatively impacts clients who are unable to transition effectively</p>	<p>Clients</p> <p>Medium term</p> <p>Long term</p>	<p>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.</p>	<p>Risk resilience & mitigation:</p> <p>Our diversified client base provides some mitigation to this risk, and there is limited reliance on revenue linked to fossil fuel activity. For example, 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.</p> <p>We recognise that all of our clients are exposed to climate risk due to its pervasive global nature. Therefore a key part of our work to mitigate the associated risk to our revenue is to understand our clients' own climate risk assessments. This allows us to anticipate future changes to demand for our services and respond effectively by reflecting this into our strategic plans.</p> <p>Opportunity potential: N/A</p>

The strategic review has demonstrated that our business model has a degree of inherent resilience to both the worst physical impacts of climate change and the impacts of transition if it continues to monitor the associated risks and plan for mitigative action accordingly. Similarly, the group is well placed to realise the benefit of opportunities presented by the transition to a low carbon economy where these opportunities are integrated into its strategic planning process. This conclusion is supported by the application of scenario planning.

c. Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios.

The application of two different scenarios is valuable for strategic planning purposes because it highlights the most extreme conditions that could arise as a result of climate change and the transition to a low carbon economy. In the prior year, a ‘best case’ and a ‘worst case’ scenario were used to provide illustrations of situations in which transition and physical impacts would be experienced in their most exaggerated state. Given geopolitical developments and continued scientific analysis of current atmospheric warming trends, the ‘best case’ scenario which was based on a 1.5 degree warming trajectory has been replaced with a ‘middle of the road’ scenario, signalling a more likely trajectory closer to 2 degree warming. By considering these two 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 associated indicative conditions are summarised below.

	Scenario 1 Middle of the road scenario SSP2–4.5	Scenario 2 No mitigation scenario SSP5-8.5
Temperature rise above pre-industrial levels	2.0 degrees	4 degrees
Description	Greenhouse gas emissions plateau, but do not fall until mid-century, resulting in 2.7°C warming by 2100.	Limited greenhouse gas emission reduction resulting in 4°C warming by 2100.
Indicative physical conditions	Higher frequency and magnitude of 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"> Staggered policy change across different jurisdictions, reflecting a combination of strategic and reactionary changes. Medium term shifts in investment focus to develop low carbon assets and infrastructure. Significant societal shifts as populations adapt to climate disruption and behaviour change pivots to support decarbonisation. Moderate rates of business-model transformation to adapt to a low carbon economy, and increased demand for products and services that support climate impact mitigation. 	<ul style="list-style-type: none"> Policy change limited to reactionary and short term responses. Wide-spread displacement of populations, resource shortages and associated conflict. Limited short and medium-term business model change, leading to reactive response to the transition, widespread viability challenges and significant impacts on employment.

Table 2.

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

The strategic impacts identified in table 1 have been considered in the context of the indicative physical and socio-economic conditions under each of the two scenarios. Under each scenario every risk or opportunity has been given a rating based on the respective exposure or potential, as per table 2.

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	Risk	2	3
	Opportunity	n/a	n/a
3. Impact of extreme weather on remote and home working environments	Risk	2	3
	Opportunity	n/a	n/a
4. Impact of extreme weather events on clients and their operations	Risk	2	3
	Opportunity	A	B
5. Impact of extreme weather events on our supply chain	Risk	2	2
	Opportunity	n/a	B
6. Impact of changing climate on strategic plans for expansion through merger and acquisition.	Risk	2	3
	Opportunity	A	B
7. Brand, reputational and talent impact related to the increased societal expectation around climate action.	Risk	1	1
	Opportunity	A	A
8. Transition to a low carbon economy triggers market shifts and changing client requirements for products and services	Risk	1	2
	Opportunity	A	B
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 has the potential 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.

The key metrics we use to measure our impact on climate change are the Group's GHG emissions. When considering the impact of climate-related risks and opportunities on our strategy, we consider their potential to affect our revenue streams and cost base and therefore use financial metrics as the basis of this assessment.

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 88.

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

The targets used to manage climate-related risk and opportunity are largely qualitative and relate to integration of these issues in all key operational and management frameworks, in addition to educating colleagues across all functions on climate-related issues. This includes:

- Ensuring a board member has oversight of both the Executive Risk Committee and the ESG & Sustainability leadership group where climate impacts are discussed on a regular basis.
- Delivering climate education to all risk register owners on at least an annual basis.
- Delivering climate risk training as part of global mandatory training to all colleagues.
- Delivering resources to support capacity building around climate risk and opportunity through the two divisional operational ESG & Sustainability committees.



Working in partnership

DWF recognises the importance of collaboration and actively participates in sector and industry-led collaborations and partnerships. These help us embed and drive forward our environmental, social and governance agenda and deliver against our purpose with our colleagues, clients and communities.

These include [Legal Charter 1.5](#), [Legal Sustainability Alliance](#) and [Net Zero Lawyers Alliance](#) which focus action mostly through the lens of environment, nature and climate change. On broader ESG & Sustainability, we are a long-standing signatory and member of the UN Global Compact and we are a member and active participant and supporter of Business in the Community.

Our commitment to DE&I is strengthened through impactful partnerships with external experts including Employers Network for Equality and Inclusion, Recruitment Industry Disability Initiative, Mindful Business Charter, and Employers for Carers. Through these partnerships DWF not only has access to DE&I best practice but also opportunities to celebrate and raise awareness of diversity through initiatives and events as well as sharing insight within and across sectors. These collaborations have not only enhanced our internal culture but also enabled us to influence broader industry standards, ensuring that inclusion remains central to our ESG strategy.

As we work in partnership and collaboration across a range of ESG factors, we are grappling with a range of challenges and opportunities. Sharing our experiences, expertise and individual perspectives in a safe and supportive environment has enabled us to move forward. Over the last year we have



Global Compact
Network UK



net zero
lawyers
alliance



provided insight, guidance and expertise through these partnerships to advance responsible business best practice, share knowledge and develop solutions including:

- Legal Charter 1.5 – member of advisory board and working groups in relation to matters and mandates, advised emissions, pro bono, education and a GC forum.
- Business in the Community – board members of the North West England and Scotland Committees; collaborating on responsible business and social impact initiatives.
- UN Global Compact – supporting advocacy and leadership and are active members and participants in working groups on Climate and Human Rights, Diversity and Inclusion, Sustainability Reporting, Climate Change and Nature.
- Legal Sustainability Alliance – supporting sector progress in relation to TCFD reporting, nature and supply chain impacts.
- Mindful Business Charter – regular sharing of newsletters and updates with colleagues and attending regional and on-line events to learn and share experiences.
- Legal Neurodiversity Network (LNN) – participate in regular virtual discussion sessions and contributed to knowledge-sharing initiatives. LNN events were also shared and promoted with colleagues through our Affinity Networks.
- Law Society – Large Law Firm Forum - actively engaged with the Law Society forum and roundtable discussions in England and Scotland to explore topics such as neurodiversity with the aim of improving the representation and retention of diverse colleagues in the legal sector.

- Legal CORE (Collaboration on Race and Ethnicity) – joined the relaunch of Legal CORE and strategic discussions representation on race equity.
- Social Mobility Foundation and My Big Career – worked with them to support access to careers in the legal sector and deliver world-of-work workshops. Our collaboration with Speakers for Schools enables us to deliver 5 STAR Futures Online, expanding access to virtual work experience and career-focused sessions.

Our investment into education, combined with existing legal expertise, sustainability expertise and working collaboratively in these groups means we are able to provide expertise and knowledge across a range of challenging subject areas both for ourselves and with our clients. Over the year this has provided tangible outputs including:

- Publishing educational resources to support behaviour change and improve understanding about climate change and how it impacts the legal sector.
- Developing processes to help us to understand the impact of the work that we do and to put in place better practices for due diligence so that we can make more informed decisions and manage risk.
- Supporting technical projects to set out mechanisms and a framework for understanding and quantifying the carbon impacts of the work that we do with our clients.
- Advising clients on their regulatory requirements, assisting in explaining their compliance obligations and providing both legal and consultancy advice across the spectrum of sustainability.

Spotlight on Legal Charter 1.5

Below we provide two examples of outputs through Legal Charter 1.5 where we have collaborated with other law firms to provide support, capacity building and expertise for the sector.

Assessing climate impacts – a new Matters and Mandates Toolkit

View the Matters and Mandates workstream



As we face the pressing challenge of climate change, it is imperative that the legal community steps up, both to assess and mitigate its own environmental impact, and to drive positive change more broadly. The Matter Classification Toolkit, and the tool within it, offer a simple methodology for law firms to classify matters according to their climate impact and contribution to the global climate transition.

Classifying matters using the tool is intended to generate useful data as to firms' climate transition-aligned revenues and creates a qualitative metric allowing the proportion of, or revenues generated from, matters supporting, undermining or neutral to the climate transition to be determined, baselined, tracked and reported on over time.

Having recognised the opportunity to support climate transition through our advice to clients, we are exploring how we might assess the current impact of our work with a view to developing and adopting an approach for the profession more widely. We believe matters can be classified according to their contribution to transition

and seek to balance the following objectives in agreeing a classification method:

- Credible, yet not requiring excessive time or resources to apply
- Capable of consistent application within firms and across the profession
- Focusing on climate initially, but scalable to other topics in future such as biodiversity and social impact
- Stable over time to allow trend analysis (e.g. transition-related income)

This is the first iteration of the [Matter Classification Toolkit](#) and it was launched in April 2025.

DWF is trialling and testing the toolkit along with other firms and we will report back to Legal Charter 1.5 with suggestions for improvement, identifying any difficulties or challenges that they have encountered while using the tool. Work from this strand is now feeding into another workstream looking into the impact of the professional services sector in terms of the advice that is provided – known as advised emissions.

Education resources for the sector – Climate Change Legal Knowledge Hub

View the Climate Change Legal Knowledge Hub



Climate education is crucial for law firms, who play a central role in addressing climate change and climate risk through their work at the intersection of law, policy and

regulation and the advice that they give clients. To bridge the gap between current competencies and complex challenges, [The Climate Change Legal Knowledge Hub](#) has been developed by members of Legal Charter 1.5, in partnership with the LSA and NZLA. The platform collates resources covering a wide range of topics, including climate change science, policy approaches, legal issues, biodiversity and sustainable business practices. It was launched in May 2025.

Our approach is rooted in practical, real-world applications, ensuring that everyone can gain valuable insights and skills that can be immediately applied to their careers in the legal profession. This initiative not only enhances individual expertise but also contributes to creating a more resilient and informed legal community.

This mapping exercise has identified where the knowledge gaps are and the group is now focusing on developing resources to plug these gaps working with educational partners including the University of Oxford, and The Grantham Institute – Climate Change and the Environment at Imperial College London.



Living and breathing our purpose

Our ESG & Sustainability strategy in action

Climate action	38
Diversity, Equity & Inclusion	43
Empowering colleagues and our communities	51
Supporting & connecting with our clients	74





Introduction from Abi Duff-Walker, Head of Sustainability



At DWF we recognise that we all have a responsibility to proactively respond to the climate crisis and address biodiversity loss. This commitment to protect and enhance the environment plays an important part in our work to support the health and wellbeing of our colleagues now and in the future. It also echoes the commitments made by our clients and supports our work to respond to the risks and opportunities arising from the significant changes in climate and nature that are occurring globally.

Building on our existing near-term science-based carbon reduction targets, we have made significant progress in 2025 by developing our long-term carbon reduction plan and setting a target to achieve net zero emissions by 2045 at the latest. Our pathway to net zero covers all aspects of our business and includes detailed plans to deliver reductions across Scope 1, 2 and 3 emissions, initially prioritising the material aspects of our footprint - travel, procurement and operating our offices.

Reducing our emissions on an absolute basis remains the core focus of our net zero plan, but our ambition also provided us with the opportunity to invest in a high-quality carbon removal project to address any residual emissions at our target date. The DWF Forest is an innovative land-use change project, where carbon sequestration sits alongside a multitude of co-benefits for nature and the local community.

A significant part of the work performed in the year to develop our detailed pathway to net zero focused on refining our data sets and increasing accuracy and completeness. This work has resulted in the restatement of our 2019 baseline emissions and of our 2024 prior year comparator. The recalculation was performed to enable us to report on all categories of Scope 3 emissions within our inventory and also included adjustments to Scope 1 and 2 reflecting the impact of acquisitions and improvements in our calculation methodology.

The DWF Forest

What:

The DWF Forest is an innovative land use change project on the Broadmeadows Estate in the Scottish Borders. Covering over 650 acres, more than half a million trees have been planted since 2018 including a mix of conifers and native broadleaves.

Why:

In response to the climate crisis, we have set out our ambition and are committed to achieving Net Zero emissions by 2045 or earlier, supported by a strategy to reduce emissions across all scopes by at least 90% by this target date. We are also committed to protecting and restoring nature and recognise the value of nature-based carbon removal activity. Delivery of our Pathway to Net Zero includes investment in certified carbon removal initiatives in respect of any residual emissions at the target date.

Who:

The project was facilitated through the work of a cross-functional partnership to maximise its impact over the long term: Alex Telfer and family (landowners), Highland Carbon (forestry experts), DWF (sponsor) and Climate Impact Partners (facilitator/project coordinator).

Co-benefits:

From the outset, the project at Broadmeadows has been focused on restoring valuable habitat to enhance biodiversity, and providing a platform for community engagement to ensure local people can benefit from the positive impact nature has on physical and mental health. This includes the creation of a network of accessible footpaths across the site, delivering a more inclusive approach to access to nature.

Future focus:

As the forest grows, the carefully integrated zones of native broadleaf planting will continue to provide habitat for wildlife, and opportunities for monitoring how the restoration of previously depleted land can deliver biodiversity restoration. The newly created footpaths will continue to encourage local people to benefit from the land and also provide opportunities for DWF colleagues to visit the site and see the positive impacts of the project first-hand.

Our climate action strategy

Building on the commitments we have already made through our SBTi-verified near-term targets to reduce carbon emissions by 50% by 2030, during the year we finalised our Pathway to Net Zero, published our Carbon Reduction Plan and committed to achieving net zero by 2045 or earlier.

We have and will continue to focus our climate action efforts on the following strategic priorities:



2045
target for net zero



Reducing our carbon footprint

- Travel
- Procurement including disbursements
- Property & facilities



Data integrity

- Enhancing accuracy & completeness of data
- Systems to support analytic capacity



Compliance & external reporting

- TCFD disclosures
- CDP and Eco Vadis benchmarking
- Monitoring Science Based Targets



Compensating for our impact

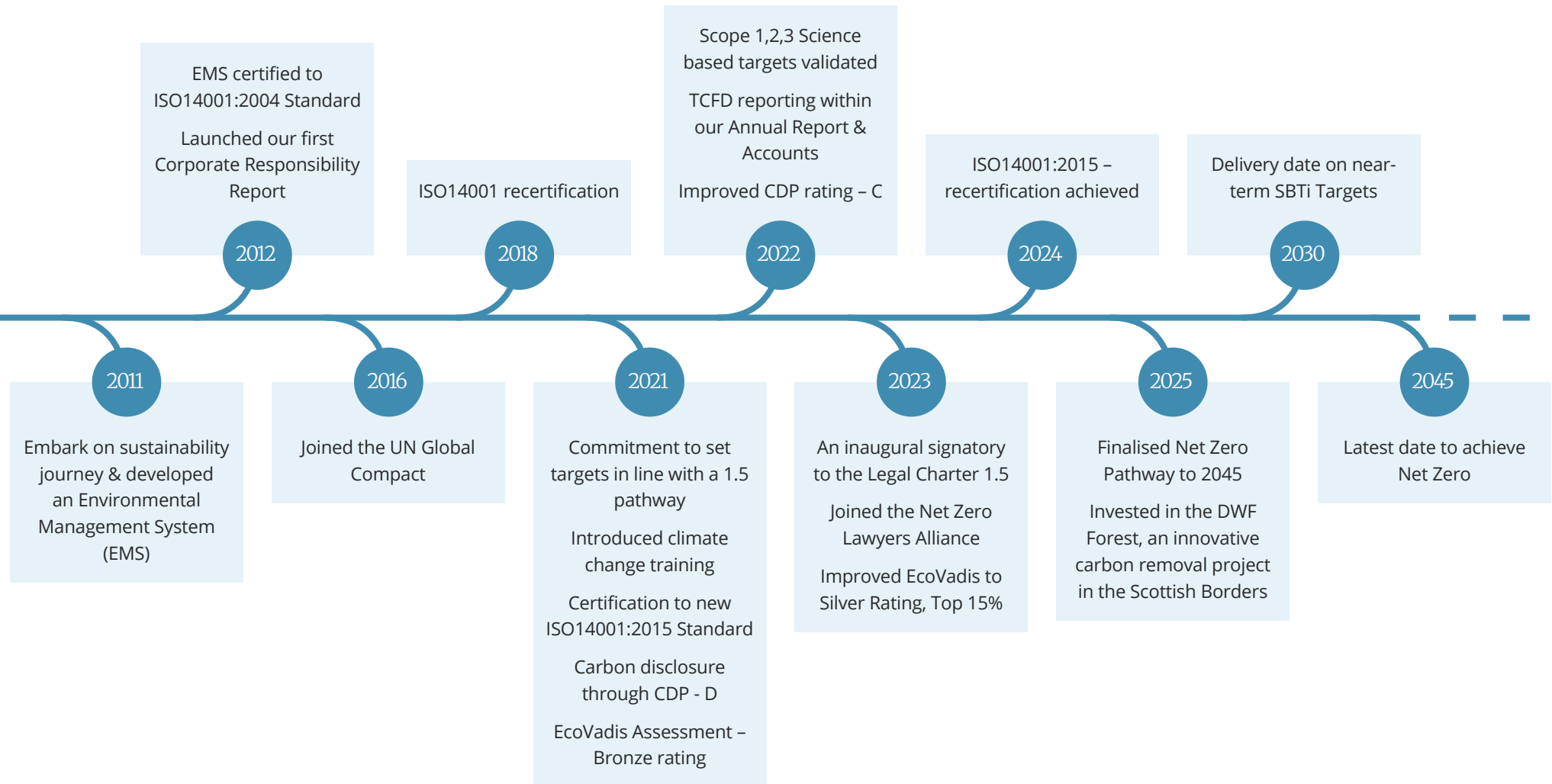
- Investment in carbon removal initiatives
- Dedicated focus on environmental volunteering & grants



Value chain commitments

- Supporting our clients' environmental ambitions
- Collaborating with clients to accelerate action
- Engaging with suppliers to decarbonise our supply chain

Our environmental sustainability journey



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 use the high standard of environmental stewardship applied in it to inform our globally applicable environmental policies.

As a professional services business, the most effective way to minimise the environmental impact of our office operations is through a focus on energy efficiency and the application of circular economy principles.

These principles apply not only to the day-to-day operation of our sites but also underpin our ongoing work to refurbish and refresh our office infrastructure, reflecting our ambition to create modern, productive and healthy working environments for our colleagues. We do this by ensuring workspace design continues to be based on colleague and client needs, in addition to our carbon footprint. These considerations significantly influence the decisions we make on materials, configuration of space and infrastructure, and incorporates ideas to boost productivity and wellbeing with smart and functional work areas.

Energy efficiency

Having secured renewable electricity supplies across our entire UK office portfolio and some of our biggest international offices, our future focus is to work on measures to reduce our absolute energy consumption (in addition to procuring renewables at more international sites where possible).

As part of this work, 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 IT hardware power downs.

As we accelerate our digital transformation plans and leverage cloud-based infrastructure that is optimised for energy efficiency, we are starting to eliminate duplicate systems and the inefficient storage of data that consumes electricity and generates heat. It will also reduce the need for physical servers, hardware, and cooling systems that require resources and maintenance.

As part of our process for reviewing buildings within our office portfolio, and when considering the uptake or renewal of leases, minimum standards apply to the EPC ratings, energy efficiency infrastructure, energy supply and the application of industry leading sustainability accreditations.

During the year, the next phase of our future workplace project was progressed with a full refurbishment of our Liverpool office. The design principles used echo our strong commitment to energy efficiency and circular economy principles.

Circular economy

Our perspective on resource use is to minimise our demand for virgin materials, to recycle as much of our waste as possible and to reuse and repurpose superfluous assets by default.

Within our operations, 100% of paper purchased is FSC certified, stationery is designated for long-term use, and packaging is limited or reused as much as possible.

All of our offices contain comprehensive waste management stations with clear instructions and signage to help educate our colleagues on best practice waste disposal, and to minimise the portion of our waste that ends up in landfill.

CASE STUDY:

Liverpool refurbishment

Sustainable design principles:

The aesthetics of the design centred upon the use of natural greenery and colour palettes proven to boost creativity and reduce anxiety. Material and fixture choices were informed by their sustainability credentials such as:

- Low VOC "volatile organic compound" paints
- Fully recyclable materials to reduce waste and items to landfill
- Laminates and Timbers from FSC certified wood
- Carpets using fibres that are fully recyclable at the end of life
- Acoustics made from recycled plastic bottles
- 170 refurbished office chairs from the original site
- Integration of preserved moss walls and live planting throughout



Greener Litigation

As signatories of the greener litigation pledge, we continue to align our ways of working to reduce our environmental impact wherever we can. In addition to the travel reduction strategies outlined above this includes:

- taking a digital-first approach to correspondence and document production;
- minimising our energy consumption and committing to renewable sourcing;
- encouraging the use of local experts or making use of telephone and video-links; and
- engaging with both clients and suppliers to encourage them to echo our approach to strong environmental stewardship.

90%

of waste diverted from landfill

75%

of our global estate currently using renewable energy, of which in the UK this is 100% renewable energy

40%

reduction in scope 1 emissions over the year

100%

of UK estate ISO14001 accredited

Current sustainable building certification

Certification	Rating	DWF Location
BREEAM (New Construction)	Excellent	London
BREEAM (in use Part 1 & 2)	Outstanding	London
BREEAM (Design & Procurement)	Excellent	Newcastle
BREEAM (Design & Procurement)	Very Good	Birmingham
BREEAM (New Construction)	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
NABERS (National Australian Built Environment Rating System)	5 STAR Energy	Brisbane
CaGBC (Canada Green Building Council)	Zero Carbon	Vancouver Granville Street

Travel

GHG emissions from business travel make up a significant portion of our carbon footprint and is therefore a key area of focus as we work to achieve our reduction targets. This element of our footprint is one of the most challenging to reduce – in part due to our significant international presence – but also due to our commitment to maintaining the strong relationships with clients and colleagues that differentiates us.

Our internal travel policy is strongly aligned with our carbon reduction ambitions and encourages behaviour around travel to be informed by the impact of journeys on the environment. During the year, the policy was updated with a sustainable travel hierarchy which helps to educate colleagues to identify the most efficient means of travel whilst still fulfilling business needs. Our approach to hybrid and flexible working, supported by strong IT capabilities, also plays an important role in reducing the need for business travel.

Environmental training

During the year we continued to roll out our internally developed Carbon Literacy Fundamentals training module, designed to ensure a consistent level of understanding and engagement with the climate agenda across our business. To date, over 1,000 colleagues have participated through a blend of live sessions and remote learning via our Academy.

Diversity, Equity & Inclusion

Introduction from Seema Bains, Partner and Head of Diversity, Equity & Inclusion at DWF Global Leadership Group



At DWF our leaders play a pivotal role in our ongoing commitment to foster an inclusive and equitable workplace where everyone feels valued and empowered.

In November 2024 we transformed our Global DE&I Leadership Group from 130+ champions to a targeted group of 25 senior champions. Led by me, the group is made up of senior representatives from across our divisions, central services, affinity networks and global jurisdictions.

This group was renamed the DE&I at DWF Global Leadership Group and its primary goal is to embed and operationalise Diversity, Equity & Inclusion. The group will focus on several key areas, including:

- **Clients, colleagues and communities:** Demonstrating our commitment to DE&I through our interactions, representation and impact on each of these groups.
- **Awareness and education:** Promoting awareness and understanding of DE&I issues through training, events and internal campaigns.
- **Support and advocacy:** Providing support for our existing DE&I network groups and advocating for the needs and concerns of underrepresented groups within our firm.
- **Policy and practice:** Reviewing and recommending changes to our policies and practices to ensure they are inclusive and equitable.

- **Recruitment and retention:** Strengthening our approach to attract and retain diverse talent at all levels of the organisation, with a focus on career development and progression.

This transformation complements the actions DWF has taken to revitalise its DE&I Affinity Networks with new governance, refreshed leadership, and expanded membership, boosting structure, accountability, and engagement.

You may have also noted the use of DE&I or Diversity, Equity & Inclusion replacing D&I (Diversity and Inclusion) within this report. We have taken a conscious decision to broaden the scope of the language we use to showcase the importance of creating equitable outcomes for all colleagues.

Looking ahead we will be taking part in the ESG materiality assessment to inform our reset Global DE&I Strategy and plans to 2030. We will use a data informed approach and engage our clients, colleagues and communities to develop a strategy that supports Diversity, Equity & Inclusion across our global organisation.

Our 2025 DE&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, Equity & Inclusion strategy focuses on the following five priorities across our areas of focus on Gender, Race & Ethnicity, LGBTQ+, Disability and Mental Health.



DE&I Leadership

Executive Board	DE&I at DWF Global Leadership Group	Affinity Networks	DE&I Champions
<ul style="list-style-type: none"> Responsible for ensuring DE&I lens is applied to business decisions to progress DE&I targets and strategy Quarterly updates from DE&I at DWF Global Leadership Group Executive sponsorship across all DE&I strands 	<ul style="list-style-type: none"> Define and execute Global DE&I strategy Challenge the business and help remove barriers to progress against the Global DE&I strategy Develop and establish DE&I policies, procedures and metrics Thought leadership on DE&I Collaboration with clients 	<ul style="list-style-type: none"> Networks run by and for diverse colleagues and allies covering our five strategy strands of Gender, LGBTQ+, Race & Ethnicity, Disability and Mental Health & Wellbeing as well as Menopause, Carers, Family Support, Neurodivergence, Men at Work, and Social Mobility. Drive inclusive culture and input into Global DE&I strategy, policies & actions Lead our Global DE&I campaigns Drive and build a diverse workforce via our networks 	<ul style="list-style-type: none"> Passionate network of champions that lead DE&I in our Divisions Develop and input into DE&I action plans across our practice areas and locations Promote DE&I education, openly share learnings/experiences and demonstrate allyship

DE&I Strands and Networks - Executive Sponsors, Senior Leads and Chairs

DE&I Strand	Networks	Exec Sponsor	Senior Lead	Chairs
Race & Ethnicity	Race & Ethnicity	Matthew Doughty	Neville Sampson	Simone Cerejo Sangeet Sanghera
Gender	Gender	Kirsty Rogers Paul Rimmer	Kirsty Rogers Caroline Colliston Johnny Head and Dan Monaghan Jewels Chamberlain	Natasha Gunney
	Family Support			Rebecca Hetherington
	Men at Work			
	Menopause			Michelle Cully
Disability	Disability	Chris Stefani Deborah Abraham	Harriet Quiney	TBC
	Neurodivergence			Sinéad Mallinson
	Carers			Tamsin McCarthy
LGBTQ+	LGBTQ+	Hilary Ross	Miles Hepworth	Fernando Martins
Wellbeing	Wellbeing	Jon Grainger	Catherine Gee	Jon Dutton
Social Mobility	Social Mobility	Louise Rogerson	Catherine Haslam	Tom Mungovan

DE&I awards and accreditations



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.



2025 Northern Power Women Awards – Best Large Organisation – Winner

Awarded to an organisation that demonstrates a commitment to accelerating gender equality and creating an inclusive space, this accolade recognised forward-thinking strategies in recruitment, development, and retention of talent, which promote diversity and create an environment where all individuals thrive.



Recruitment Industry Disability Initiative Awards 2024 Winner – Disability Confident Sector – DWF Early Careers Team

The RIDI Awards recognise employers and recruiters who are making strides in breaking down barriers for disabled workers and celebrating their efforts to champion disability inclusion. This win was a result of fantastic work by the DWF Early Careers team.



Clear Assured Gold Accreditation

Clear Assured is a benchmarking platform that assesses organisational progress on DE&I and culture across all diversity characteristics and the entire employee lifecycle. In 2024 DWF reached Gold level accreditation reflecting a strong commitment and meaningful progress towards a more inclusive workplace for all regardless of characteristics or background.



Gold Standard ENET TIDE (Talent, Inclusion & Diversity Evaluation) 2024

This benchmark, conducted by ENET, evaluates organisations across various sectors on their progress in DE&I practices. In 2024 DWF was not only awarded the Gold Standard but was also ranked number 1 in the legal sector and achieved the top scores for DE&I strategy and planning and leadership.



Top 30 Employer for Working Families

Working Families champions rights and support for working parents and carers. Their annual benchmark is designed to help organisations evaluate their flexible and family-friendly policies and practices. DWF ranked within the Top 30 of benchmark entries and scored above average on all four, demonstrating its dedication to supporting working parents and carers.

Colleagues enjoy awards Success



Lorraine Carolan
Insurance Lawyer of the Year - Women in Insurance Awards in 2024



Lauren France
Team Leader of the Year – Service Provider Winner - Women in Insurance Awards 2024



Ciara Liddy
Rising Star Award - 2025 British Claims Awards



Kes Earl
Young Achiever of the Year - 2025 Insurance Times Claims Excellence Awards



Marissa Brock
Insurance Partner of the Year - Australian Lawyers Weekly Partner of the Year Awards 2025

DE&I commitments



Ten DE&I priorities

1. Global Data & Analytics

- Regularly sharing workforce DE&I data externally
- Sharing pay gap reporting on gender, ethnicity and LGBTQ+

2. Recruitment

- 25% year-on-year increase in applications from ethnic minority candidates
- Women accounted for 61% of new hires globally (54% in the UK)
- Introduced our Social Mobility Programme alongside our Ethnic Minority Programme to provide opportunities to individuals from diverse backgrounds, increasing the cohort by 20%

3. Policy, Pay & Reward

- Continuing diagnostics on pay gaps
- Development and implementation of new pay banding structures

4. Retention, Promotion & Succession

- Increased to 320 promotions across the business
- Focus on female progression has resulted in a higher proportion of women promoted through the talent pipeline
- Implementing our Be Better Together programme to increase female talent in India

5. Working Practices

- Maintained our position on flexible and hybrid working
- Improvements to performance management, and mandatory training
- Development of Colleague Value Proposition enhanced through listening sessions
- 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
- Restructured Mentoring Hub

7. Data Declaration

- Increase in data declaration and representation across gender, ethnicity, disability, sexual orientation, parental responsibilities, caring responsibilities and social mobility

8. Senior Leaders Actions

- New executive sponsors and senior leads appointed on Affinity Networks
- New DE&I at DWF Global Leadership Group introduced

9. Divisional Plans

- Tailored DE&I action plans reviewed quarterly with divisional leadership teams
- Divisional DE&I data available through new dashboard updated monthly

10. Engaging Clients

- Client collaborations marking key dates and sharing best practice
- Client bids governance being strengthened

Advanced pay gap reporting

This is our eighth year of gender pay gap reporting. We continue to publish pay gap data for employees and our self-employed partner population, and we voluntarily report on pay gaps within the LGBTQ+, disability, and ethnic communities to demonstrate our commitment to DE&I. We also publish pay gap data not only for our UK-based employees but also for our international workforce.

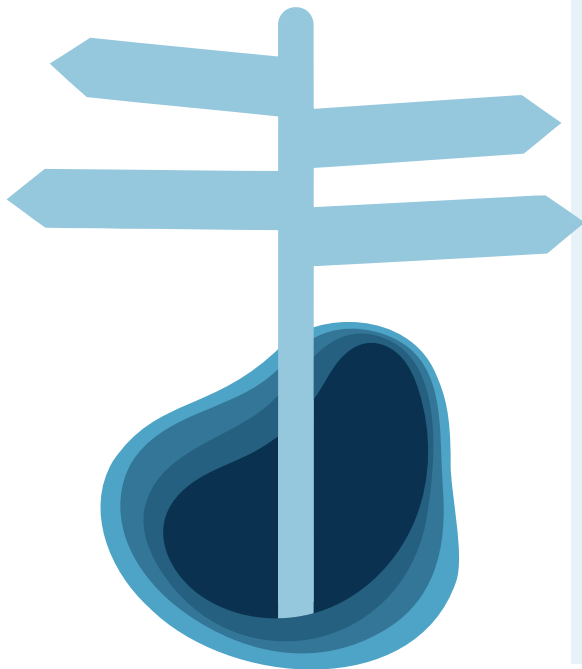
Our pay review philosophy includes supporting our lowest paid colleagues and improving the gender pay gap at lower grades. We implemented the real living wage (circa 4%+ increase) for 581 colleagues (394 were female) effective from 1 April 2025.

Read our 2024
Pay Gap Report



Mentoring

Our Mentoring at DWF Hub outlines 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. Here we highlight some examples of mentoring experiences from within and without DWF.



“

Fernando Martins, part of the Lloyds external LGBTQ+ Mentoring programme: “As part of the Lloyds LGBTQ+ mentorship scheme, I was paired with Nick, a senior HR manager at Beazley. Over the course of the programme, we developed a strong and supportive mentoring relationship, meeting regularly — at least once a month — to focus on my personal and professional development during my training contract at DWF. Nick was incredibly generous with his time and insights, tailoring each session to my evolving goals and opportunities.

Our discussions covered a wide range of topics including workload management, leadership, DE&I engagement, career planning, and navigating the transition into an NQ role. The mentorship was instrumental in helping me clarify my aspirations and build confidence in my career path. I’m proud to say that our connection has continued beyond the formal scheme, and we remain in regular contact, continuing our mentorship partnership.”

“

Ellie Bennett took part in a traditional mentoring partnership through the central DWF programme and shared: “Participating in the mentoring programme has been a highly valuable experience. I joined with the aim of building confidence in my new fee earner role and navigating imposter syndrome, while focusing on career development. Whilst we achieved this, the programme brought other successes: I expanded my internal network, gained insight into another Practice Area and developed a strong, professional relationship. I’m grateful to Lauren for her time, support and advice, and to DWF for facilitating this opportunity. I highly recommend the programme, as it fosters learning, collaboration and supports our shared goal of being better together.”

“

Ellie’s mentoring partner **Lauren France** said “Mentoring Ellie was a truly rewarding experience. Supporting her at the start of her legal career gave me the chance to reflect on my 14 years at DWF and share insights that I hope will guide her forward. I would recommend mentoring, whether as a mentor or mentee, to anyone. I have had the benefit of so much support in my own career at DWF and mentoring is a great way to give back to colleagues, whilst also offering a meaningful opportunity for personal and professional growth.”

Our DE&I Affinity Networks

Over the last two years DWF has transformed its DE&I Affinity Networks. New governance has been implemented to provide more structure and accountability including detailed terms of reference designed to provide guidance on network purpose and roles and responsibilities whilst allowing flexibility for networks to grow organically to suit the needs of their members. Exec sponsors, senior leads and co-chairs appointments were refreshed and memberships expanded resulting in increased network activity. Here we highlight examples from each of our networks over 2024/2025:

The Race and Ethnicity Network

collaborated with clients and coordinated volunteers to deliver positive outcomes. For example, Hasin Amin, DWF Associate, led the [Ramadan](#) working group to create expanded communications, support and awareness raising to help foster a culture of inclusivity and respect including:

- A curated weekly blog series where global colleagues shared their experiences of Ramadan. The blogs were written by Hasin, Adam Kazi (Paralegal Apprentice), Iffat Hussain (Early Careers Advisor), and Ranya Al-Hashimi (Trainee Solicitor) on Ramadan and Eid, terminology and customs, and Ramadan in the workplace.
- Client collaboration with Waqar Ahmed, Claims Chief Operating Officer at Aviva and Halayynah Hussain, Sanctions Compliance Specialist from BT sharing personal experiences of Ramadan and how workplaces can provide support.
- Chai and Learn virtual event to educate colleagues, ask questions, and share experiences with contributions from Sager Moughal (Solicitor), Catherine Haslam (Partner), and Oliwia Szukal (Paralegal).

The DWF Gender Network undertook initiatives to explore the intersectional nature of gender equality in the workplace including:

- Rebecca Hetherington, DWF Associate Legal Counsel and Chair of the Family Support Network, hosted webinars on promotions as well as how employee benefits can help create better work-life balance. She was also instrumental in the creation and launch of a new [DWF Domestic Abuse support hub](#).
- Jewels Chamberlain, DWF Partner and Menopause Network Senior Lead, supported a number of DWF DE&I initiatives, with particular focus on addressing gender inequalities. She organised the [World Menopause Day](#) 2024 celebrations and hosted an innovative public webinar on [Menstrual Cycle and Productivity](#).
- Men at Work co-chairs Johnny Head (Director) and Dan Monaghan (Head of Chambers) host monthly mental health Listening session. In a special session on [World Suicide Prevention Day](#) they invited The Samaritans who provide advice on mental wellbeing and supporting others.

The Social Mobility Network is DWF's newest group. In its first year it has:

- Run the [Access to Law social mobility work experience programme](#), collaborating with 12 non-Russell Group universities to encourage diverse students to apply. 18 students joined the scheme across our UK offices. The programme includes hands-on experience, skills development, a masterclass in applying for training contracts and apprenticeships, and a client session with contributions from Manchester United and CityFibre. Around 40 volunteers from across the DWF business supported the students and shared their insight into a career in law.
- Marked [Social Mobility Awareness Day](#) with DWF role models sharing experiences of social mobility and career journeys through blogs and video interviews including contributions from Charlotte Ganz (Director), Kathryn Emmerson (Chartered Legal Executive), Craig Budworth (Head of Organised Fraud), Jon Stevens (Global Head of Tax & Private Capital), Julia Perez (Global Head of Legal Operations), and Michelle Cully (Director).

Affinity Networks

'In Conversations With' role model interview series

In 2024, we launched a new initiative – a collaboration between our Affinity Networks and our 5 STAR Futures (our award-winning education programme) – curating multiple series of short (15min) interviews broadcast to schools, colleagues and members of the public. We make use of virtual webinar technology for this initiative, so that we reach individuals that it might not be possible to reach in person.

During the interviews, diverse DWF colleagues were asked questions about their careers, challenges and experiences. Audience members could also ask real time questions of the speakers. The aim of these sessions is to showcase diverse role models and alternative career journeys whilst demystify the legal sector.

This scheme has allowed us to showcase intersectional role models at all levels from across our global organisation with interview subjects sharing their experiences of social mobility, neurodiversity, mental health, parental roles and alternative routes into law etc. This provides an opportunity to highlight how others have faced and overcome challenges and that you can be successful regardless of characteristics or background.

Throughout 2024 and 2025 we have conducted 30 sessions marking [Pride Month](#), [Global Goals Week](#), [International Men's Day](#), National Apprenticeship Week, [International Women's Day](#), and Social Mobility Awareness Day.

The sessions are recorded and published on our website and social media channels as well as being used in attraction and recruitment activity to showcase the diversity within the DWF workforce.

We have received fantastic feedback on the interviews and have made them a core part of our DE&I programme. Here are some examples of the role models involved in the interviews so far:

Sir Nigel Knowles

Former DWF CEO, took part in our International Men's Day 2025 series sharing his experience of social mobility, how planning, perseverance and viewing weaknesses and setbacks as opportunities contributed to his success, and advice for leaders on being approachable and the importance of setting examples of inclusive and flexible working culture.

Mary Beth Drucker

Senior Subject Matter Expert - ALSP, based in Toronto joined our Pride month series sharing her thoughts on how the legal services industry is evolving and the diversity of opportunities available. She also discussed the importance of LGBTQ+ role models in industries and workplaces and provided advice for those early in their careers to follow what drives and motivates them.

Dipti Gosavi

Assistance Vice President – ALSP, based in Pune, also joined the International Women's day series and provided great advice for people starting their career journeys, and offered practical advice on maintaining a healthy work-life balance, including how she prioritises wellbeing and switches off from work.

Bhavesh Dattani

A DWF Partner based in Dubai, also took part in our International Men's Day 2025 series. He reflected on the unique challenges and opportunities of working in a global, multicultural environment. He emphasised the value of diversity and emotional intelligence in connecting with colleagues and clients.

Joanne Baker

Director, based in Liverpool also joined our Pride month series. Joanne encouraged research into the vast array of career opportunities and routes available as well as investing in professional networks and support systems. She also discussed the importance of LGBTQ+ visibility and work cultures in which everyone can be themselves.

Rebecca McMahon

Special Counsel – Pro Bono and Community, based in Brisbane joined our Global Goals Week series to discuss Sustainable Development Goal #16 (Peace, Justice and Strong Institutions) and her work supporting communities. She also provided advice on taking positives from missteps and taking a different path to reach your goal as well how engaging in ESG activity can help to grow your skills and network.

Highlighting some DE&I case studies from the year

Sexual harassment

During 2024, a review of policies, training, reporting, leadership, awareness, support and third parties was undertaken in light of the changing legislation.

A review was conducted of specific business risks and any actions we take or could take to prevent sexual harassment from colleagues or third parties. In 2024 we launched a Domestic Abuse hub on our intranet to provide support to colleagues and managers of all genders including:

Sexual harassment is referenced in our Conduct & Ethics suite of policies which inform the associated mandatory training and in November 2024 our policies were strengthened with additional wording on sexual harassment and references to menopause. In September 2025 additional training on sexual harassment will be implemented.

To support our clients and communities, we hosted a series of public roundtable events on the new duty to prevent sexual harassment at DWF offices in London, Newcastle, Manchester, Edinburgh, Glasgow, and Birmingham. These events explored the new legislation, the legal parameters, the key considerations for employers, and the wider implications for businesses. Guest speakers [Zelda Perkins](#), Co-founder UK of [Can't Buy My Silence](#), and [Nicki Eyre FRSA](#), Founder and Managing Director of [Conduct Change](#), joined DWF partners [Kate Meadowcroft](#) and [Tracey Groves](#), and Solicitor Molly Fellows in what were interactive, collaborative and action focus sessions.

We also shared a number of thought leadership and guidance articles available through the DWF website on the duty to prevent sexual harassment.

Watch our
webinar here



Read our
guidance here



Open forums

The Race and Ethnicity Network's Open Forum series, hosted by CEO and Network Executive Sponsor Matt Doughty, has become a cornerstone for open and inclusive conversations around ethnicity, identity, and lived experience. Held virtually, and accessible to all colleagues, these interactive sessions offer a safe environment for sharing perspectives, posing questions and exploring ideas.

The inaugural forum was convened in response to the 2024 UK summer riots, providing a space to reflect on DWF's response, communications and the concept of allyship in the workplace. As a result its success the network committed to further events with attendees invited to suggest future themes, leading to sessions focused on topics such as career progression and professional networking.

Insights and recommendations from participants are captured and used to shape continuous improvement across both network initiatives and broader organisational inclusion strategies and relevant support resources are also shared in response to feedback. With over 100 colleagues registered per session, these quarterly forums demonstrate a strong commitment to fostering an ongoing inclusive dialogue, amplifying diverse voices and fostering meaningful change.

DE&I blogs

In the spirit of creating an inclusive and open culture where our global colleagues can be their authentic selves, DWF encourages colleagues to share their experiences and stories via blogs on the DWF intranet.

These blogs aim to raising awareness, mark significant days, show solidarity and encourage greater Diversity, Equity & Inclusion.

The breadth of topics colleagues have chosen to discuss include Allyship, Neurodivergence, Pride, religious celebrations, career progression, bereavement and more. In the last year we have also had a number of blogs focusing on flexible working and wellness, for example:

- **Matthew Doughty**, DWF CEO, shared a blog on allyship and racism in response to the UK 2024 Summer Riots.
- **Julie Simms**, Partner at DWF's Liverpool office, shared her experience of juggling a demanding career and raising a young family, with a focus on work-life balance.
- **Tracey Wright**, Client Care Associate at DWF's Manchester office, contributed a number of blogs addressing the sensitive topic of mental health and candidly sharing her own experience to normalise conversations on wellbeing and asking for help.
- **Neelam Akiwate**, ALSP Manager in our Pune office, spoke about tackling modern workplace challenges and the impact on mental wellness in her blog.

Empowering colleagues & communities

Introduction from Louise Rogerson, Chief People Officer



Empowering our colleagues is 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 believe it is crucial to support the communities we work within and invest in the next generation of talent, helping them to thrive.

In an ever-evolving world, change is constant, and nowhere is that more evident than in the legal sector. Over the past 12 months, we've not only embraced this reality but actively harnessed it to drive meaningful transformation across our business.

We've accelerated our digital transformation agenda, delivering tangible improvements for our colleagues. The global rollout of our first-ever employee experience platform, Bob, has redefined how we connect, engage, and support our people. Alongside this, the launch of a new UK payroll management system has streamlined processes, reduced complexity, and freed up valuable time, allowing us to focus on what truly matters.

My passion — and the reason I work in HR — has always been about making a real impact on the most fundamental aspect of our organisational success: what we offer our colleagues and what we expect in return. Everyone has a choice about where they work, and I see it as my role to make that choice as easy and compelling as possible.

So, how are we doing this in HR? Over the past year, we've:

- Recruited talent aligned to our values, ensuring we continue to build a culture of integrity, collaboration, and excellence;
- Strengthened our focus on Diversity, Equity, & Inclusion, creating a more agile and representative workforce;
- Invested in the development of our high-performing talent, with new learning pathways, leadership programmes, and career progression opportunities; and
- Refreshed our approach to recognition and reward, ensuring fairness, transparency, and alignment with performance.

And just as importantly, we have deepened our commitment to wellbeing. At DWF, we recognise that thriving people build thriving businesses. That's why wellbeing is woven into our culture – from mental health support and flexible working to inclusive policies and wellbeing champions across the firm. We're creating an environment where colleagues feel safe, supported and empowered to bring their best selves to work every day.

These changes are not just about systems or processes —they're about people. And through it all, our goal remains clear: to grow our business sustainably while enabling our colleagues to have the best possible experience at DWF.



Ensuring a great colleague experience

The changes we have made and will make in 2025/2026 continue to be carefully prioritised and managed.

Our people system, Bob!

Since launching Bob, our global HR system, in October 2023, we've significantly reshaped — and continue to evolve — how we deliver HR services across the business. Technology, automation and AI are central to how we attract, retain, and support talent. Our roadmap reflects a commitment to innovation, efficiency and delivering an exceptional colleague experience.

Summary of achievements

Global Launch of Bob (excluding Spain), with local language support.	Mobile App introduced for easy access to HR tasks like holiday booking.	Organisational Structures made visible to improve colleague connectivity.	Balanced Scorecard & Performance Reviews centralised in Bob.
Integrated with payroll providers across various locations to improve data accuracy and cost control.	Integrated with iCIMS (our ATS) for automated vacancy creation and enhanced onboarding.	Integrated with 3E (our Time Recording System) to improve data integrity and eliminate duplicate holiday entries.	Advanced Analytics for attrition, DE&I, and people metrics.
New Starter & Exit Surveys launched via Bob.	Annual Engagement Survey integrated into Bob.	Pay & Bonus Review Process managed in Bob with performance linkage.	Centralised Document Storage for easier access to employment records.

What's coming next

More Automation & Self-Service for employment changes.	Reworking Legacy Integrations with our expenses, travel and learning systems for seamless data flow.	Exploring AI capabilities in Bob to: <ul style="list-style-type: none"> • Provide quick access to information. • Analyse data trends and insights. • Shape objectives and goals. • Support performance calibration, competencies, and career frameworks.
Continued enhancements to 3E and iCIMS Integrations to enable further automation.	Bob launch for colleagues in Spain.	



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 and personal life. That's why we've developed a CVP aligned to four key pillars which we have launched.



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, Equity & 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.

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 in sustainable governance with the creation of a shadow board with entry level colleagues, 67% of whom are female and 30% ethnic minority.

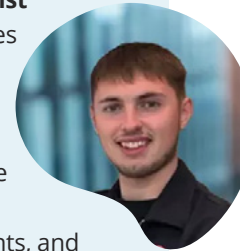
Since 2016 we have recruited over 200 apprentices and specifically 94 solicitor apprentices, making us the UK's largest law firm, school leaver education and work provider. As of 2025, 100% of our qualifying solicitor apprentices were offered permanent jobs on completion. Over 100 existing employees are signing apprenticeships to support their continuing development as part of a sustainable, long term and secure career path in a range of teams including HR, accounting, digital and legal.

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 2025 intake.

“

Ben Winstanley, Early Careers Specialist

“Being an apprentice has given colleagues who join the scheme invaluable work experience and a real insight into what it takes to become a lawyer. It's helped them understand the importance of meeting deadlines, communicating effectively with both colleagues and clients, and the level of collaboration and commitment the role demands at every level.”



“

Louise Rogerson, Chief People Officer

“We're incredibly proud of our 2024 cohort as the 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.”



Apprenticeship Week 2025

As part of our support of 5 STAR Futures students, 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. During the week, DWF apprentices visited 12 different schools or colleges and we delivered over 50 hours of free access content live and digitally to prospective apprentices.

DWF continues to build on social mobility commitment

As part of our commitment to promoting social mobility, developed in 2022, our Ethnic Minority Programme provides 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, all participants completed paid work experience as part of our vacation scheme. We've supported over 20 candidates from disadvantaged backgrounds in this way.

Now, a Social Mobility Programme has been introduced alongside the Ethnic Minority Programme to provide opportunities to individuals from diverse backgrounds. This 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. In 2024/2025 we saw over 300 applicants for this scheme meaning 25% of our training contract applicants came from candidates from disadvantaged or ethnic minorities groups.

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. This is an annual index, which DWF enters every other year and have recently submitted our 2025 entry.



Social Mobility and Ethnic Minority Programme 2025



The total number of candidates increased from 259 in 2024 to **313 in 2025 (21% Increase)**

56% from an Asian background (compared to 9% from ONS 2021 population data)

14% from a black heritage background (compared to 4% from ONS 2021 population data)

61% female, **39%** male



15% identified as disabled (compared to 17% from ONS 2021 population data)



78% state educated and **65%** non selectively state educated

67% had a parent from a non graduate background and **33%** had a parent with no formal qualifications.

Overall, the program particularly draws from lower socio-economic and multicultural areas in Birmingham, Liverpool, Leeds, Greater Manchester and London. The program has outperformed the most recent ONS population data, suggesting we are accessing far more candidates than would usually apply to professional services programs.

Separately, we were also recognised by RiDi as the best disability recruitment campaign in the private sector for our work in 2024 where new reasonable adjustments resulted in 24% of successful applicants identifying as having a disability.

School engagement and social mobility programmes

At DWF, we remain committed to helping young people develop the skills, confidence and aspirations needed to succeed in their future careers. Through a range of targeted programmes, we aim to make the world of work more accessible and inclusive — particularly for those from less-advantaged backgrounds.

School social mobility programmes	Number of students supported			
	Outreach - Panel Sessions	Mentoring	Work experience	TOTAL
5 STAR (session attendees not including school presentation)			125	125
5 STAR Online (videoed so reach wider than participants on the day)	375			375
5 STAR Early Years	75		105	180
DWF Inspiring Girls		15		15
DWF Law Factor		36		36
My Big Career			26	26
Social Mobility Foundation		84		84
Speakers for Schools	582		82	664
Mulberry		18		18
Other school visits	90			90
Collaboration events			35	35
TOTAL	626	50	472	1148



5 STAR Futures

Our award-winning education programme, launched in 2012, supports students aged 14+ to unlock their potential by developing confidence and employability skills. In February 2025, 5 STAR Futures was delivered in nine UK locations, with plans to expand to one new location in 2025.



5 STAR Early Years

Building on the success of 5 STAR Futures, our Early Years programme engages children aged 10+ to start conversations about the world of work earlier, aiming for better long-term outcomes. In February 2025, it was delivered in 3 locations, with two new locations planned for 2025. We also aim to launch our first international Early Years programme in Australia.



5 STAR Futures Online

Originally developed in response to COVID-19, our online programme — supported by Speakers for Schools — continues to widen our reach. It includes virtual work experience and workshops such as Routes to Law, helping students explore career pathways remotely. In 2024/2025 we ran a three-day virtual work experience supported by Speakers for Schools and three workshops on Routes to Law.



“Conversation With” series

This series of short, 15-minute interviews with colleagues across the business showcases diverse roles and career journeys. In February 2025, we delivered 25 sessions, aligned with our DE&I calendar.



Additional programmes

We continue to deliver Inspiring Girls and Inspiring Boys sessions, as well as Law Factor, all designed to build confidence, raise aspirations, and develop resilience. In 2024/2025, we delivered a Law Factor session in Liverpool in February 2025 and an Inspiring Girls in Manchester in 2024.



Other activities

Law Factor is a 5-week initiative designed for Year 10 pupils across the Liverpool City Region and beyond. 38 students participated in the programme in which started in February 2025. In Birmingham, we hosted activities to support the Social Mobility Access Programme with 110 students getting involved.

5 STAR Futures launches in India

In May 2024, we launched our first international 5 STAR Futures programme in India. The 5 STAR Futures programme in India is part of DWF's global commitments which aim to enhance social mobility and employability skills among young people. Delivered through interactive, volunteer-led sessions, the India programme focuses on building confidence, communication skills, and workplace readiness, with a special emphasis on English language development.

Swanand Jankalyan Pratishthan, a key partner in the DWF 5 STAR Futures programme in India, is a Pune-based NGO committed to the holistic development of children and communities in underserved areas. Through its structured initiatives in education, health and cultural enrichment, Swanand provides a nurturing environment for young learners, especially those from slum communities. This collaboration with DWF has enabled impactful delivery of English communication and confidence-building sessions, aligning with both organisations shared vision of empowering youth and promoting social mobility. Swanand's

grassroots engagement and values-driven approach make them an ideal partner for our outreach in India given the alignment with our global commitment to achieving positive social impact.

The programme was launched at our Pune office in May 2024 and delivered its first session in July 2024 through in-person sessions supported by DWF volunteers. The 30 participating Naipunya Varg students were grouped by age for tailored coaching, and sessions included handouts, interactive activities and practical tips. The initiative has already identified high-potential students and received positive feedback from participants and educators alike. To celebrate participation and encourage continued learning, DWF provided goodie bags and chocolates, creating a warm and memorable experience for the children. Through our partnership with Swanand Jankalyan Pratishthan and the dedication of DWF volunteers, the programme has begun to make a tangible difference in the lives of young learners, boosting their confidence, communication skills and aspirations.



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. Over the year we have:

- Aligned our induction programme with global teams, ensuring a consistent and inclusive onboarding experience that provides all new starters — regardless of location — access to the same high-quality resources and support.
- Developed and streamlined our mandatory learning offer, making it easier for colleagues to complete essential training while ensuring compliance and reinforcing key organisational values.
- Introduced a centralised learning hub, giving employees a single point of access to curated development opportunities, role-specific pathways and leadership programmes.



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 colleague’s knowledge, skills and behaviours so we can achieve our global ambitions and appoint diverse, agile and multi-disciplinary people across every demographic.

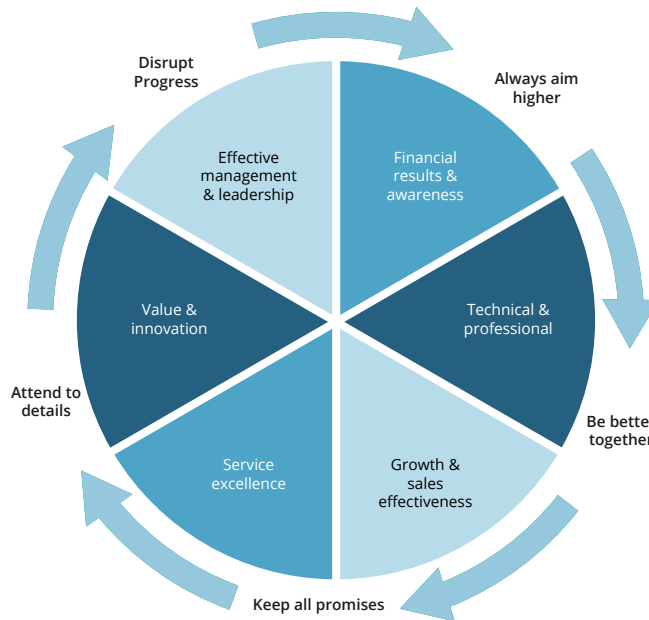
As a business we support traditional and non-traditional career paths where we encourage continuous professional development, and all colleagues have access to learning development via our global Learning Management system (LMS). The content is tailored for specific roles and learners have access to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

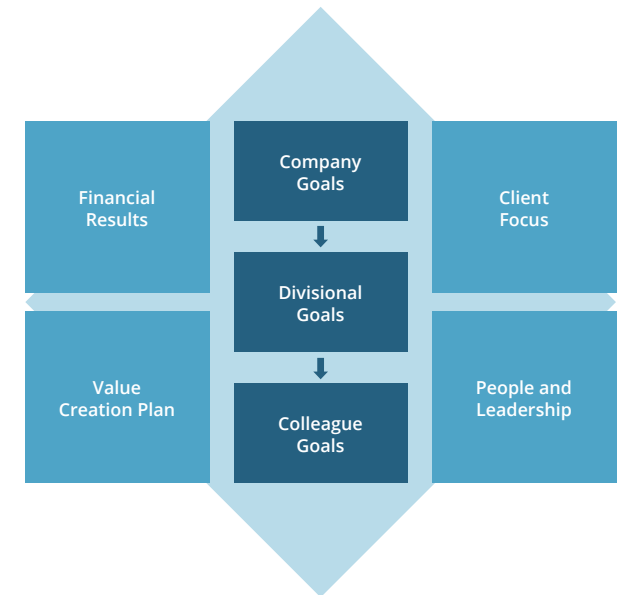
DWF values and behaviours in action:

We have completed our first year aligned to 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; and
- Vacancy driven, dependent on business need and managed through our internal resourcing route.



Performance and career development

Celebrating our 2025 promotions

We have made more than 320 promotions across the business, including 29 senior promotions as part of our annual promotions process.

Women made up 52% of the 16 new promotions to partner or a partner-equivalent role and 15% of the 13 promotions for existing DWF partners moving to a higher career level within the partnership structure.

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 through divisional mentoring programmes.

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 750 colleagues and clients attended sessions in 2024, where instead of simply attending a webinar, they were given the opportunity to bring the learning to life by putting theories into practice within a safe environment, covering topics such as marketing, business development, mentoring and team 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 2024/2025:

- 9,076,500 points awarded – equating to a value of £90,765
- 11,780 points-based recognitions
- 2,912 social recognitions

Pulse surveys

We welcome the opinions and ideas of colleagues across DWF and continue to encourage qualitative feedback. In 2024, our engagement score was 76 based on an expanded set of questions to glean a comprehensive view of progress embedding our purpose and colleague proposition.

Key highlights from the survey include:

- 85% of colleagues who participated in the survey are enthusiastic about their job
- 68% of colleagues who participated in the survey rarely think about looking for a job elsewhere
- 85% of colleagues who participated in the survey believe they are treated with dignity and respect by their colleagues

Colleague 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 2024, we delivered 24 wellbeing sessions to all colleagues to support them to understand wellbeing and mental health. Further support and resources are available to colleagues through our Wellbeing Hub.



Colleague health & wellbeing

Business in the Community's (BITC)

Workwell commitment

DWF has signed the BITC WorkWell commitment. In delivering 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. In 2023, DWF signed up to this commitment and subsequently completed the wellbeing framework and assessment tool. Following our wellbeing baseline and roadmap for further action, we 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. We have enhanced our Leadership and Management development programmes to build clarity and capability to support the wellbeing of our colleagues.
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. Moving forward we have activity that will be supported centrally and locally through our wellbeing champions.
3. We aim to ensure that inclusivity remains central to the experience of colleagues and, through feedback, we will work to fully understand where there may be gaps in our approach and take action. Our Listening strategy, using pulse surveys and senior leadership activity, will enable us to understand colleague sentiment and guide where we need to take action.

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

DWF continued its commitment to supporting carers in the workplace through a range of impactful initiatives.

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 we held our annual Lunch & Learn webinar to share information and personal experiences of what being a carer really means and how we can support colleagues as a carer friendly workplace.

The Global People Policy Working Group collaborated with members of the Carers Network to develop a new Carers Leave Policy providing up to one weeks paid leave to help colleagues manage their caring responsibilities. The policy was developed to help recognise and support colleagues with caring responsibilities as well as establishing clear procedures to assist colleagues and managers and launched May 2025.

The Carers Network also continues to collaborate with Employers for Carers, providing regular updates to members including information on regular 'Care for a Cuppa' session, carer stories, expert information on conditions and invitations to webinars on topics such as caring for the elderly, young people with special educational needs and disabilities, benefits, etc. These efforts reflect DWF's ongoing dedication to creating a carer-friendly workplace and embedding equity and inclusion into its culture.

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 their and their family's 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 colleagues with access to gyms and fitness studios, live streamed and on-demand fitness classes, wellness coaches and apps to help with nutrition and mental wellbeing. We changed pension provider to Aviva in September 2024 following an extensive market review. Aviva was rated the highest for service quality, investment options, support, communications, member charges and critically their approach and commitment to ESG.

We will be introducing Act the planet in September 2025 which is a climate-positive benefit subscription service, including reforestation, carbon offsetting and training on personal carbon reduction. We continue to review our benefits on an annual basis to ensure that we can enhance the colleague experience.

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, 7 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

To complement the Menopause Network, regular coffee and chat sessions, and dedicated Menopause Policy, DWF continues to normalise conversations and education about menopause as an important workplace issue both internally and externally.

Based on feedback from our Menopause Network members, the focus for [World Menopause Day 2024](#) at DWF was wellbeing. This included a virtual 'Yoga for Menopause' event hosted by a yoga and nutritional expert and a series of personal blogs from network members about their experiences of menopause symptoms, accessing support, nutrition, exercise and how emotional the transition process can be.

In another important step forward, DWF launched new dedicated Menopause Awareness and Support Training. Available on demand via the DWF Academy training platform, it aims to raise awareness on menopause and perimenopause and their impact, the importance of menopause as a workplace issue, and discrimination and inclusion, plus guidance for line managers.

DWF also hosted a public webinar on "Being Menopause Inclusive" led by Chief Sustainability Office Kirsty Rogers, Senior Associate Amy Ruffle and Global Diversity and Inclusion Manager Tamsin McCarthy, exploring legal risks and inclusive practices. Through education, policy development and resource sharing, DWF has demonstrated a strong commitment to creating a menopause-inclusive workplace.

DWF Foundation

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



“Over the past 12 months, the DWF Foundation has continued to make a meaningful difference in communities across the UK and beyond, supporting grassroots organisations tackling many different community issues.

“As we approach our 10th Anniversary in December 2025, I’m incredibly proud of what we have achieved together. I want to extend heartfelt thanks to everyone who has supported us, especially my fellow trustees and all the people at DWF for helping us amplify our impact.

“Looking ahead, we look forward to welcoming others to join us in growing our grant-making and deepening our partnerships. Onwards and upwards!”

The DWF Foundation (also referred to as the Foundation) is an independent charity, registration number 1191347, founded by DWF in 2015 with the sole aim of providing funds, resources and help to communities to achieve their full potential. Since the Foundation launched in December 2015, over £1 million has been donated to organisations around the world. All operating costs associated with running the Foundation are covered by DWF, so every penny raised goes to support good causes.

Today, through the combined philanthropic efforts of both DWF and the DWF Foundation, opportunities are being created for people to believe, inspire and change. During 2025 we will be celebrating 10 years of positive community impact through the DWF Foundation.



believe.
inspire.
change.



DWF Foundation

The Foundation focuses its giving in 5 areas:

- Education
- Employability
- Homelessness and poverty
- Health and wellbeing
- Environment

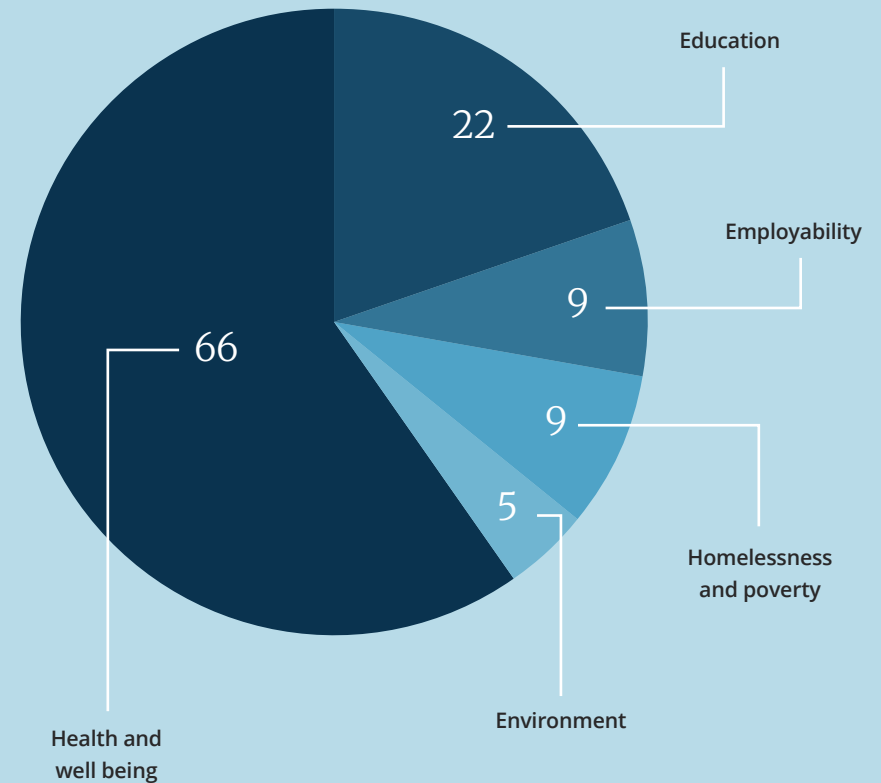
Theme	Amount	Number of Grants in 2024/2025
Education	£42,922	22
Employability	£17,034	9
Poverty / Homelessness	£14,149	9
Environment and sustainability	£7,446	5
Health and wellbeing	£124,062	66
TOTAL	£205,613	111

Health and wellbeing emerged as the most impactful theme, with 13 projects benefiting a total of 3,985 individuals, averaging 443 beneficiaries per project. This theme demonstrated significant contributions to mental health, physical well-being, and community support.

Education projects showed targeted impact, with 4 projects benefiting 78 individuals, focusing on literacy, employability, and skill-building for disadvantaged groups.

The funds were utilised for diverse initiatives, including purchasing musical instruments for deprived schools, supporting mental health through nature-based activities, and enhancing clinical care for vulnerable populations. These interventions highlight the Foundation's commitment to addressing varied community needs.

Number of grants in 2024/2025



Community impact – highlights across the grant themes



Changing Lives Through Literacy | Shannon Trust

Theme: Education

Shannon Trust supports people in prison to learn to read through a unique, peer-led model, empowering those who can read to teach those who can't. After funding from the DWF Foundation, Shannon Trust expanded its Turning Pages programme in HMP Liverpool and HMP Altcourse, training 27 new peer mentors and providing literacy resources for 27 new learners.

What the funding enabled:

- 106 new peer mentors trained across the Northwest
- 164 learners supported in 2024
- 3,836 one-to-one reading sessions delivered

Impact highlights:

- Improved literacy opens doors to education, employment, and family connection
- Mentors gain confidence, skills, and purpose
- Learners report better wellbeing and hope for the future
- "I wanted to improve my reading so I can read story books to my three young children." – Learner, 2024
- "Being a mentor gave me purpose and helped me help others." – Mentor, 2024



Helping Young Carers Thrive | Free to be Kids

Theme: Environment & Sustainability

Free to Be Kids is a London-based charity supporting children who face serious challenges in their early lives. Through nature-based, therapeutic adventures, they help young people build confidence, resilience, and hope. DWF Foundation funding supported 40 young carers from Southwark, Lambeth, and Lewisham to take part in 'Thrive Outside', a week-long residential packed with outdoor adventures and emotional support in the Kent countryside.

What the funding enabled:

- Nature-based activities designed to support mental health
- A safe, supportive space for young carers to build confidence and friendships
- Life lessons in resilience, self-belief, and emotional wellbeing

Impact highlights:

- 97% of children showed improved self-esteem
- 100% developed new social skills
- 95% achieved something they didn't think possible
- "It's like fun, fun, fun every day. It's like you're in heaven." – Katy
- "It helps you think about how to cope if you get into tough situations." – Nikoli

Community impact – highlights across the grant themes



Safer, Smarter Care for People Experiencing Homelessness | Dublin Simon Community

Theme: Homelessness

Dublin Simon Community provides vital health and housing services to people experiencing homelessness. With support from the DWF Foundation, they enhanced clinical care across their detox, intermediate care and blood-borne virus units.

What the funding enabled:

- 2,000+ urine drug screening tests
- Updated medication records and registers
- Deployed across key services including their new 100-bed medical facility at Usher's Island

Impact highlights:

- Early detection of high-risk substances like fentanyl
- Safer, more personalised care plans
- Improved medication management and legal compliance
- Increased treatment engagement and recovery outcomes
- "My new skills will help me a great deal on the outside. I want to read to my kids and get a good job." – Client



Opening Doors for Young Futures | MyBigCareer

Theme: Employability

MyBigCareer is a charity dedicated to breaking down barriers to social mobility by delivering careers guidance and employability support to young people from disadvantaged backgrounds. Thanks to funding from DWF Foundation, MyBigCareer expanded its impact across County Durham, Tyne & Wear and North Yorkshire, reaching over 3,900 students, double the number supported in 2023.

What the funding enabled:

- 2,117 students (aged 11–12) took part in Working World Workshops
- 162 students (aged 14–18) attended Industry Insight Days with employers like Amazon, DWF & Equans
- 1,627 students received 1:1 career coaching from trained volunteers
- 13 students supported on A-Level Results Day

Impact highlights:

- 92% of students said they benefited from the programme
- 87% felt more prepared for their future careers
- 81% reported increased confidence
- "It gave me hope to look up for my future." – Pupil, Walker Riverside Academy
- "Learners are genuinely excited about what their future holds." – Deputy Headteacher, Kepier School

Community impact – highlights across the grant themes



Strengthening Body and Mind | Towell House

Theme: Health & Wellbeing

Towell Building Trust Ltd runs Towell House Residential Home in Belfast, supporting older adults with compassionate, person-centred care. With support from recent funding, they delivered an 18-week Tai Chi & Mindfulness programme to improve health, confidence, and independence among residents.

What the funding enabled:

- 12 weeks of Tai Chi for frequent fallers—helping reduce falls and build strength
- 12 weeks of Tai Chi for all residents—promoting mobility and wellbeing
- 6 weeks of mindfulness workshops—reducing stress, anxiety, and isolation

Impact highlights:

- 100% of non-fallers maintained their status
- 22% of frequent fallers improved and moved to the non-faller group
- Residents reported better sleep, reduced anxiety, and improved memory
- Staff and families noticed increased positivity and independence
- “I could 100% see a difference—more strength, confidence, and smiles.”
– Diversional Therapy Staff
- “It’s like a peaceful reset. I sleep better after mindfulness.” – Resident

Supporting community capacity building



Making an application

A one-hour online session to go through the DWF Foundation applications process and answer any questions from charities considering applying.

- Launched in March 2021
- To date delivered 76 sessions
- 2,070 people registered for sessions (348 in 2024/2025)



Considering sustainability

A one-hour online session to help groups consider their impact on sustainability and what they can do to help support a more positive impact on the environment.

- Launched in October 2023
- To date delivered 6 sessions
- 108 people registered for sessions (88 in 2024/2025)

Positive social impact

Our colleagues continue to be the driving force behind our community engagement and pro bono and are encouraged to take up two days (15 hours) to undertake positive action in our local communities.

Over the year colleagues contributed:

12,185
volunteering hours

3,682
pro bono hours.



Clare Beavan, DWF Foundation & Community Investment Manager

“None of this would be possible without the support, passion, and shared commitment to making a difference from my incredible colleagues at DWF. Their belief in the power of community and their drive to create positive change is what makes this work so impactful—and so rewarding.”



Canal Plastics River Challenge

The DWF Canal Plastics Challenge is part of a wider initiative led by the Canal & River Trust to tackle plastic pollution in and around the UK’s canals. Every year, millions of pieces of plastic end up in these waterways, harming wildlife, damaging habitats and contributing to global ocean pollution.

The challenge encourages individuals and teams to take part in litter picks along local canals. The idea is simple but powerful: if everyone who visits a canal picks up just one piece of plastic, the entire network could be clean within a year. Participants are asked to:

- Visit a local canal and safely collect plastic litter
- Dispose of it responsibly, ideally by recycling
- Share their efforts on social media using #PlasticsChallenge to inspire others

This is a hands-on way to support environmental sustainability and community engagement, aligning with our commitment to making a positive impact.

At one of these initiatives, DWF teams cleared and filled 25 bin bags of plastic and other waste over a five-mile stretch along the Manchester Ship Canal. Our Regulatory Consulting Team engaged in a canal clean in Paddington up as part of their CSR day to tackle plastic pollution and filled 20 bags with waste.



The DWF Foundation 12/12 Peaks Challenge in Cumbria

In May 2024, the DWF Foundation brought together colleagues, partners and community champions for a memorable challenge in the heart of Cumbria. Set against the backdrop of the Lake District's rugged beauty, the event was more than just a physical feat — it was a celebration of purpose, perseverance and people.

The 12/12 Peaks Challenge event was part of the Foundation's broader fundraising calendar, which included activities like the Manchester Ball, Mersey Tunnel Run, and the Great Birmingham Run. The 12/12 Peaks Challenge, held on the weekend of 18–19 May was a demanding trek across 12 peaks in 12 hours. It tested not only stamina but also teamwork and spirit.

While the Yorkshire Three Peaks Challenge had been a staple in previous years, Cumbria offered a fresh terrain and a new level of difficulty. The 12/12 Peaks Challenge in Cumbria was more than a walk — it was a statement. It showed how a committed group of individuals can turn a weekend hike into a meaningful act of generosity raising over £2,000 to support the Foundation's mission to support communities through action, not just words.

As the Foundation approaches its 10th anniversary in 2025, events like the 12/12 Peaks Challenge remind us of the power of collective effort. Whether scaling peaks or supporting local charities, the DWF Foundation continues to be a catalyst for change.



Clique Brisbane

Based in Queensland, Australia, Clique Brisbane provides inclusive social engagement opportunities for young adults with special needs. In 2024, the DWF Foundation awarded Clique Brisbane a grant of £2,700 to enhance their member database and emergency response capabilities. Beyond financial support, the DWF Team in Australia has actively contributed through volunteering and hosting activities that enrich the lives of Clique participants.

A highlight of the calendar each year is the DWF Riverfire viewing event, an inclusive celebration aligned with Brisbane's annual Riverfire Festival, which features fireworks and entertainment to celebrate the city's vibrancy. DWF's support has been pivotal in Clique's growth with events drawing attendees from across Brisbane.

Clique's events now attract over 120 attendees from across Brisbane, with some traveling over 100km to participate. The combination of financial and personal support from DWF has significantly enhanced Clique's ability to deliver safe, engaging and meaningful experiences.

The DWF Foundation's grant and the DWF team's active involvement have been instrumental in Clique Brisbane's growth and success. Their support exemplifies how corporate partnerships can foster inclusive communities and create lasting positive change. This partnership reflects our commitment to social value, helping to build inclusive, safe and joyful communities.

Commitment to pro bono

In August 2024, we launched first stand-alone legal pro-bono practice within our Brisbane office. This exciting development for our Australian practice not only facilitates increased pro bono activity but will also become the model for the management of pro bono globally.

DWF appoints Pro Bono and
Community Special Counsel



We are further developing our global pro bono strategy which will align to our ESG & Sustainability strategy priorities including climate change, human rights, nature and ethics. In addition, as a signatory to the UN Global Compact, we will also 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.



DWF in Australia and Caxton Community Legal Centre

In August 2024, DWF launched a strategic pro bono partnership in Australia with Caxton Community Legal Centre to improve access to justice for vulnerable individuals. The collaboration delivers legal support through secondments, referrals, advice clinics and the development of legal information resources.

Through this partnership, DWF has seconded a lawyer to Caxton Community Legal Centre's Workers' Rights team, increasing the organisation's capacity to deliver legal services to those most in need. The secondment has in turn strengthened DWF's own capacity to deliver pro bono assistance to vulnerable workers through the application and conciliation process in the Fair Work Commission. Our involvement in Caxton Community Legal Centre's pro bono referral scheme has empowered individuals to navigate overwhelming legal processes and overcome workplace harassment, racism and discrimination to secure outcomes that restore dignity and stability.

Additionally, DWF volunteer lawyers provide fortnightly advice through Caxton Community Legal Centre's Consumer Credit and Debt legal advice, with 15 volunteer lawyers staffing the roster to support individuals experiencing financial distress.

DWF is very proud of this multi-faceted pro bono partnership, working alongside community lawyers to address critical areas of unmet legal need to improve access to justice in our local communities.

DWF Poland's pro bono partnership with the Rock'n'Roll Foundation

In 2024–2025, DWF Poland deepened its commitment to community engagement through a meaningful pro bono partnership with the Rock'n'Roll Foundation, a Polish non-profit focused on supporting vulnerable youth through creative and educational programmes. DWF lawyers in Poland volunteered their time and expertise, reinforcing a culture of purpose-driven work and community connection.

DWF's Warsaw-based legal team provided free legal assistance to the Foundation, helping with:

- Contract reviews and compliance for youth programmes and events.
- Governance and regulatory advice to strengthen the Foundation's operational framework.
- Support with grant applications and donor agreements, ensuring transparency and legal robustness.

By empowering grassroots organisations like the Rock'n'Roll Foundation, DWF Poland contributes to:

- Youth empowerment and inclusion
- Strengthened civil society infrastructure
- Enhanced access to justice for non-profits.
- Employee Engagement

Pathogen Reduction Solutions (PRS) Ltd

For two years we have been working in partnership with the indoor air quality industry with a focus on creating safe air within buildings, reducing energy consumption, reducing cost and accelerating the path to carbon net zero. We have acted on a pro-bono basis for this innovative start up business giving real estate, corporate and funding advice in particular - as well as playing a boardroom strategic and mentoring role. We have adopted a true partnering approach in our support of PRS.

PRS's award-winning technological solution to clean air reduces airborne bacteria (such as COVID, measles, common cold) and importantly mould by 97% and saves more than 80 tons of carbon annually per 32,000 ft² floor and provides up to a 30% reduction in energy costs. It has the potential to transform how we view clean air, with a huge potential societal benefit, particularly in the treatment of toxic mould in housing.

The co-founder and CEO of PRS has recently been appointed as a Commissioner to the newly launched Global Commission on Healthy Indoor Air, led by the International WELL Building Institute (IWBI). The Commission, launched at the United Nations during Climate Week, brings together global leaders across science, policy, health, and industry to make safe indoor air a global standard.

First ethical practice framework for in-house lawyers

DWF provided governance, practical insights and strategic oversight to IDEA, The Ethics Centre at the University of Leeds, who has worked in partnership with the Law Society to design and deliver the first Ethical Practice Framework for in-house lawyers. This initiative aims to address the unique ethical challenges faced by in-house legal teams and provide them with practical tools and levers to navigate these complexities.

Our Chief Sustainability Officer and Head of Sustainable Business and ESG Advisory Practice were actively involved in the project's governance committee, providing insights and guidance on the framework's development. Through our involvement in shaping the framework, we provided unique insights to help the development of practical tools that will enhance in-house legal professionals' ability to make sound ethical judgments and decisions. It will help in-house lawyers – and their wider senior leadership team – to develop a deeper understanding of the ethical principles of their roles, the challenges they can face, and how to apply them in their day-to-day value-adding activities for the whole business.

Racial and pregnancy discrimination case

DWF is proud to have celebrated a significant pro bono victory this year led by Jackson Gitau, who courageously challenged racial and pregnancy discrimination against himself and the mother of his child in relation to their rental housing. Both of African heritage, they experienced racial discrimination and discrimination on the basis of pregnancy by their landlord. They were threatened with eviction if they brought their baby home after the birth and faced a campaign of surveillance, losing the use of facilities, and being spoken to in humiliating and offensive ways.

With support from DWF (Australia) and pro bono barristers Duncan Marckwald and Shane Montgomery, following a number of court and tribunal proceedings spanning several years, Jackson achieved a victory in the Queensland Court of Appeal. In *Walsh v Ng'ang'a* [2025] QCA 41, the Queensland Court of Appeal refused an application by Jackson's former landlord to appeal Queensland Civil and Administrative Tribunal's (QCAT) findings of direct discrimination on the basis of pregnancy and race.

The matter is now before QCAT to determine the question of remedy. Jackson hopes that the win serves as a lesson to others about the importance of treating people fairly and the power of pro bono in ensuring justice is served. We are honoured to stand beside Jackson in this journey and extend our deepest thanks to all who contributed.

Supporting & connecting with our clients

Introduction from Tracey Groves,
Head of Sustainable Business and
ESG Advisory Practice



The Sustainable Business and ESG Advisory Practice remains integral to delivering value and measurable impact for our clients. Regulatory oversight and new legislation on sustainability continues to progress rapidly and geopolitical instability is increasing, meaning stakeholders consistently expect businesses to operate responsibly and ethically. Increasingly, human rights challenges and the effects of climate change present tangible, daily risks that organisations must now address in their operations and cannot be sidelined.

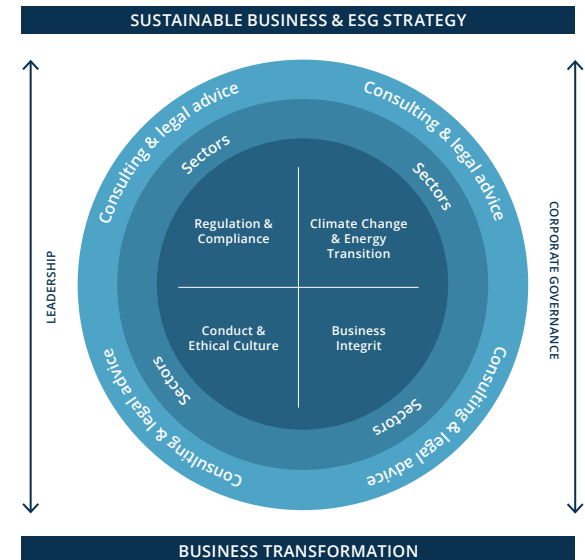
We are a consulting-led advisory practice supported by legal, regulatory and risk expertise that specialises in the design, development and implementation of Sustainability and ESG-related risk resilient strategies. Over the course of this year we have continued to build our capabilities and expertise, delivering significant client projects in the areas of human rights, organisational culture, non-financial misconduct and regulatory compliance. Clients receive the benefits of a multi-disciplinary team of strategic advisors. The Sustainable Business and ESG Advisory Practice has collaborated with colleagues from across DWF including sector, regulatory, employment and economic crime lawyers to deliver an integrated and blended service offering to our clients.

Our four strategic priorities remain central to our market efforts, as outlined below. This year, we have made significant progress on these fronts through impactful client engagements, thought leadership contributions, speaking engagements,

and targeted business development activities across the four pillars:

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

“To unlock real change, we must embrace a holistic approach to due diligence. By pinpointing and addressing the areas of greatest risk to people and the planet within their value chain, leaders can cement the credibility of their commitment to ‘doing the right thing’”.



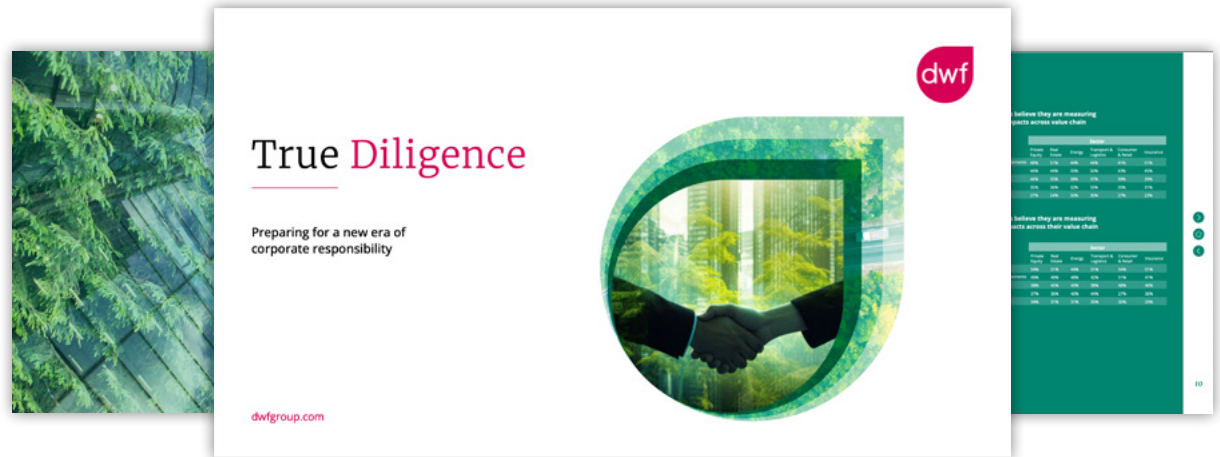
True Diligence

Building on the launch of our inaugural report on human rights and environmental impact due diligence, we continued to engage our stakeholders through our True Diligence series.

Sector and country reports

We continued to explore and develop our knowledge and understanding of the proposed EU Corporate Sustainability Due Diligence Directive (CS3D) for businesses during the year. Building on market-led research from the initial DWF True Diligence report, the gathered data was further analysed and segmented by sector and country to provide more detailed insights and depth of understanding for businesses.

Dedicated sector reports have been produced for Consumer, Energy, Insurance, Transport & Logistics, Private Equity, and Real Estate sectors. Each sector report provides analysis of the anticipated challenges and opportunities to assist businesses in understanding and preparing for the CS3D requirements. Additionally, country overviews covering France, Italy, Spain, Germany, UK and Poland were also developed. These additional publications further demonstrate our ongoing commitment and expanding expertise to proactively support and advise corporates on sustainability matters, ensuring their readiness for CS3D and related ESG regulations.



[Read our reports here](#)



France True Diligence Client Conference

As part of our ongoing commitment to develop and deliver strategic sustainable advisory services to clients, DWF France convened a True Diligence client conference in Paris in October 2024. The event attracted over 90 registered participants, with influential panellists and distinguished keynote speakers, to examine the relationship between the French Duty of Vigilance law and CS3D. Attendees were provided with insights from the True Diligence France overview report and had the opportunity to assess their preparedness for forthcoming regulations using the complimentary DWF self-assessment CS3D digital tool. The conference also facilitated valuable networking and informed discussions between senior business leaders and policy makers regarding the implications for businesses and their supply chains.

Human rights

DWF's True Diligence research highlighted the emerging significant obligations for companies to address both human rights and environmental issues. Alongside established legal and regulatory frameworks pertaining to human rights and responsible business conduct, heightened geopolitical complexities have elevated the importance of human rights on corporate agendas.

Our consulting and legal advisory services on human rights are comprehensive and encompass a wide range of complex matters. This includes offerings such as assisting clients to prepare for and implement measures to address the UK's new duty to prevent workplace sexual harassment, conducting international audits of suppliers to investigate potential human rights breaches and supporting corporates on the drafting of their Modern Slavery and Human Trafficking statements.

Case study 1

International human rights investigation

We conducted an independent review of potential human rights breaches at a manufacturing plant in Europe for our client which arose from a customers' audit of the facility. An on-site investigation was conducted by DWF to review the audit's findings, as well as to identify any additional issues related to management practices concerning human rights and modern slavery.

As part of a programme of work to address these breaches, we deployed a multi-disciplinary team of experts including legal, risk and compliance professionals, to deliver a remediation and implementation plan for the manufacturing plant. The recommendations focused on aligning operational practices and closing any gaps between current working procedures, standards and corporate policies, legal requirements and industry guidelines.

Case study 2

Sexual harassment – how much is enough?

The Worker Protection (Amendment of Equality Act 2010) Act 2023 established a requirement for employers to take reasonable steps to prevent sexual harassment of employees, effective from October 26, 2024. To inform clients about these obligations and outline practical measures for implementation, a series of national events was organised, beginning with a flagship event in London. Subsequent workshops took place in Birmingham, Liverpool, Manchester, and Edinburgh at DWF offices.

The events were co-hosted by the DWF Sustainable Business and ESG Advisory practice and the Employment team working together in collaboration to deliver both legal and sustainability advisory expertise to attendees. The workshops were structured to be interactive and highly participatory, fostering critical reflection among participants regarding their preparedness for new responsibilities.

The agenda addressed several key areas, including the design and implementation of risk-based training, methodologies for conducting effective risk assessments related to sexual harassment, the advantages of commissioning independent behavioural evaluations and cultural reviews and strategies to promote a safe, fear-free workplace as an essential human right.

Strengthening our Global Energy Practice and wider environmental expertise

The energy sector is undergoing transformation driven by continual advances in technology, growing global demand and a move towards decarbonisation and efficiency. Over the year this team was strengthened with early expansions adding significant expertise through **seven new hires to the team** and later in the year we announced **two new senior hires** including a new Partner and Head of Decarbonisation & Energy Projects and a Director and UK Head of Nuclear.

In addition, our regulatory practice was strengthened with the **appointment of a new Head of Environment** in June 2024.

DWF Energy Sector sees global expansion with market growth



DWF strengthens global energy team with two senior hires



DWF appoints new partner in Manchester as Head of Environment



We published our latest **European New Energy Atlas and Growth Markets Report** in which we sought to consider the opportunities and challenges facing organisations engaged in or wishing to enter the renewables market. Furthermore, we have sought to consider the leading renewables and net zero technologies – both well-established and nascent – and apply a consistent set of metrics to each in key European countries; as well as considering other key jurisdictions.

By applying this consistent methodology, we aim to identify those jurisdictions that are currently best placed for organisations to develop renewable and net zero energy generation and storage projects, as well as highlighting those jurisdictions to monitor as potential new growth areas.

Commenting on its publication, Darren Walsh, Partner and Global Head of Energy said:

“This report aims to provide readers with a comprehensive overview of the status of renewable technologies in key jurisdictions – highlighting where organisations may best focus their efforts in the short to medium term – as well as understanding what factors remain to be developed in other key jurisdictions to lay the foundations for future business opportunities. Our Global Energy Sector Experts will be delighted to discuss this report and to assist you further with your net zero and decarbonisation ambitions.”

European New Energy Atlas and Growth Markets Report



Technologies

- Solar (Utility, Small-Scale, Rooftop PV, and Off-Grid) Generation
- Wind (Utility-Scale Onshore and Offshore) Generation
- Hydropower Generation
- Ocean (or Marine) Generation
- Bioenergy (including Waste-to-Energy) Generation
- Nuclear Generation
- Green Hydrogen Production
- Carbon Capture, Use, and Storage (CCUS)
- Electric Vehicles (EVs)

Client case studies

Below we highlight case studies where we are supporting clients in the energy and natural resources sector in all aspects of their business internationally on matters involving oil and gas, renewable energy and power and utilities.

Case study

Transport for Wales

Our Energy teams were appointed by the Welsh Government to provide legal support in finalizing the Marubeni Hydrogen Purchase Agreement. This project is part of the Welsh Government's initiative to decarbonise the bus fleet by 2035, starting with the rollout of zero-emission Fuel Cell Electric Buses (FCEB) in South-West Wales. Our role has involved resolving key risks, commercial issues, and legal considerations between the Welsh Government, Marubeni and Transport for Wales (TfW). This appointment underscores our expertise in handling complex legal agreements and our commitment to supporting sustainable energy projects.

Case study

Leading UK-based national retailer

Our client embarked on a transformative journey to decarbonise its energy consumption across its extensive estate of over 300 sites. The initiative aimed to deploy rooftop solar photovoltaic (PV) systems at scale. DWF was engaged to provide strategic, legal, and commercial support across the lifecycle of this ambitious programme. We deployed a cross-disciplinary team with expertise in energy law, real estate and commercial strategy. Our team drafted and negotiated rooftop lease agreements and power purchase agreements tailored to the client's estate, ensuring compliance and minimising disruption to retail operations.

Case study

EDF Renewables

Our DWF team in Poland advised EDF Renewables on the acquisition of a 120 MW battery energy storage project in Poland. Our comprehensive advice covered all stages of the transaction, including due diligence, preparation and negotiation of transactional documentation and support in the closing phase of the transaction.

Case study

Italgas and Verdenergia

Our DWF Team in Italy assisted Italgas and Verdenergia, through the joint venture Rovale srl, in the successful acquisition of two new hydroelectric power plants in Tuscany (Bagni di Lucca) and Lombardy (Costa de' Nobili-Pavia). The two power plants will be able to generate an annual output of about 3GWh, enough to meet the consumption of about 1.100 households.

Collaborating with clients on ESG

World of Work Day ‘Working in Insurance’ – delivered in partnership by DWF and Aviva

In November 2024, DWF and Aviva partnered with Speakers for Schools to deliver a dynamic “World of Work Day” in Birmingham, focused on careers in the insurance sector and social mobility. The event welcomed 33 students from across six local authorities, with 30% of participants coming from Birmingham. The day was designed to demystify the insurance industry and provide hands-on insight into the roles, responsibilities and skills required to thrive in this field. The event adopted a World Café format, encouraging interactive learning and peer-to-peer engagement. Students rotated through themed tables hosted by professionals from DWF and Aviva, each focusing on a different aspect of the insurance industry:

- Understanding Risk & Cost Assessment
- Reviewing Claims & Calculating Payouts
- Career Pathways & Apprenticeships

Professionals shared their career journeys, highlighting the variety of roles within insurance, from underwriting and legal advisory to customer service and data analysis. This included Wasim Malik, Aviva’s chief claims officer, who shared his own journey from social disadvantage and ethnic minority status to a senior position within one of the world’s largest insurers. Apprentices from DWF and Aviva

also spoke about their experiences, inspiring students to consider vocational routes into the industry.

Students rated their experience an average of 4.6 out of 5. Key feedback included:

- “The group project helped me develop better teamwork skills.”
- “We had great activities to do; opportunities to talk to employers and degree apprentices.”
- “Everyone was so friendly and easy to talk to.”
- “Getting to network with people who have established roles in the industry.”

89% of participants said the experience met their expectations, and 9 out of 10 reported a better understanding of the skills and qualities employers are looking for.

- 69% of participants were from ethnic minority backgrounds.
- 58% identified as female, 41% as male, and 1% as non-binary or preferred to self-describe.
- 39% qualified for free school meals, and 3% reported having Special Educational Needs (SEN).

One of the most exciting outcomes of the day was that a student who attended the session successfully applied to the DWF Apprenticeship Programme. They will begin their journey with DWF in September 2025, marking a tangible success of the initiative and showcasing the power of early engagement and exposure.



“We had great activities to do; opportunities to talk to employers and degree apprentices.”

“The group project helped me develop better teamwork skills.”

Collaborating with clients on ESG

Walking the Talk: DWF's Diversity & Community Walking Tours in Liverpool

At DWF, we're proud to be creating spaces where people can connect, learn, and reflect — sometimes in the most refreshing way possible — by walking together. In partnership with Liverpool Walking Tours, we launched a series of themed walking tours that celebrate diversity, community and wellbeing, right in the heart of Liverpool.

Over the year, these tours have marked key moments in the calendar such as **International Women's Day**, **PRIDE**, **Black History Month**, and **International Men's Day**, as well as exploring historical topics like Liverpool's connection to the **Titanic**.

Each walk is carefully curated to spark conversation, share stories and deepen understanding of the people and events that have shaped our society. These events offered colleagues a chance to network with clients and connect with one another as well as whilst reflecting on community history and engaging with diversity themes in a meaningful, place-based setting.

What makes these walks so special is their ability to bring together colleagues, clients and community members in a relaxed, open environment. Walking side-by-side encourages dialogue and connection in a way that's both natural and meaningful. Participants not only learn about important topics — they also benefit from being outdoors, moving, and engaging with others, which supports both mental and physical wellbeing.

These tours have been warmly received, with many participants sharing how much they've enjoyed the experience and how valuable the conversations have been. The success of the initiative is now inspiring plans to expand walking tours to other regions, bringing the same energy and impact to new communities.



Collaborating with clients on ESG

Empowering future legal talent – prominent law firms collaborate, supported by Department for Work and Pensions (DWP)

In 2025, a pioneering three-day legal work experience programme was launched in Liverpool, collaboratively delivered by six prominent law firms and supported by the Department for Work and Pensions (DWP). This initiative aimed to provide young people — particularly those from underrepresented backgrounds — with a meaningful introduction to the legal profession. The participating law firms are DWF, Weightmans, Hill Dickinson, Brabners, MSB and Taylor Wessing.

The programme had the overarching objectives to:

- Increase accessibility to legal careers for students from diverse socioeconomic backgrounds;
- Provide hands-on exposure to legal work, including shadowing solicitors, attending workshops, and participating in mock legal exercises;
- Bridge the gap between academic study and professional practice; and
- Support career readiness through CV clinics, interview preparation, and networking opportunities.

This work experience initiative exemplifies how collaboration between the legal sector, academia and government can create impactful opportunities for young people. It not only demystified the legal profession but also laid a foundation for a more diverse and inclusive future workforce.

5 STAR Futures Early Years – a partnership with People for Places

DWF's partnership with social housing provider and client Places for People has become a powerful example of how corporate collaboration can benefit communities across the UK.

The relationship began in October 2024 with the 5 STAR Early Years programme in Manchester, supporting world of work development through volunteer-led activities. Building on its success, the partnership expanded to 5 STAR Futures in Leeds, helping young people build confidence and career aspirations through mentoring and skills workshops.

This collaboration has since grown into a national volunteering effort, with joint initiatives in Leeds, Newcastle and other locations. Activities have included community clean-ups, support for local centres, and shared CSR days, all contributing to DWF's broader ESG goals and Places for People's mission to strengthen neighbourhoods.

Importantly, Places for People has actively promoted DWF Foundation grants to its communities, helping identify and target areas of greatest need. This has enabled the Foundation to support impactful local projects aligned with its core themes of education, employability, health and wellbeing, homelessness and sustainability.

Together, DWF and Places for People have created a template for client-community collaboration, demonstrating how shared values and aligned efforts can deliver lasting social impact.

Looking ahead, we are committed to developing this partnership further, continuing to work side by side for the benefit of the communities they serve.

ESG performance and metrics

Building trust and increasing transparency

Introduction	83
Performance against our ESG & Sustainability Strategy	84
ESG Metrics	86
Anti-bribery, corruption, fraud & complaints	87
Climate action	88
Colleagues	89
Data protection & cyber security	91
Diversity, Equity & Inclusion	92
Health, safety & wellbeing	93
Procurement	93
Training	94
Policies & ISO certificates	95



Introduction from Catherine Gee, Head of ESG Operations

At the heart of our ESG & Sustainability strategy is our commitment to responsible business practices, ensuring that we have a positive impact on people, places and planet and achieving our purpose to deliver positive outcomes with our colleagues, clients and communities. Through our current strategy, we focus our performance, targets and metrics around our six strategic pillars.

-  Climate Action
-  Diversity, Equity & Inclusion
-  Empowering colleagues and our communities
-  Acting with integrity in everything we do
-  Supporting and connecting with our clients
-  Building trust and increasing transparency

2025 marks the 10th anniversary of the United Nations Sustainable Development Goals (SDGs), established and pursued to collectively achieve a more sustainable, equitable and just future for all. We support and help drive forward progress towards all 17 SDGs but in particular we focus on:



We strive to be open and transparent and through doing so, communicate our performance and progress against our targets and disclose data in relation to the ESG metrics

relevant to our business and its impact. Our metrics are published in line with Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), World Economic Forum Stakeholder Capitalism Metrics and align to the UN Sustainable Development Goals.

We also report voluntarily under Taskforce for Climate-Related Finance Disclosures (TCFD) which is provided in the Risk and Ethics section of this report. We provide environmental data and disclosures to Carbon Disclosure Project (CDP) and undertake ESG & sustainability assessments including EcoVadis, Employers Network for Equality & Inclusion - Talent Inclusion and Diversity Evaluation (ENEI TIDE) and Clear Assured. We are subject to investor scrutiny through annual ESG disclosures and associated ESG ratings and wider industry benchmarking including Lamp House Strategy.

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

In particular, we continue to review the 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 as well as the UK Sustainability Disclosure Standards. Whilst this landscape is complex and interoperability between the various ESG & Sustainability frameworks still very much a work in progress,



we endeavour anticipate and integrate these developments and requirements into our strategy and plans.

Our commitment to demonstrating the highest standards of corporate governance and transparency to manage and monitor the impact of the business on society and the environment means we strive to keep pace with and ahead of emerging expectations. This ensures that we focus on the ESG factors that are most material to us and our stakeholders so that we address issues in relation to the environment, our colleagues, wider society, local communities and those relating to ethics, inclusion, equity, human rights and diversity.

Over the next year we will engage all our relevant stakeholders in a double materiality exercise, which will embed the principles of CSRD/ESRS and align with GRI and the UN SDGs. Through this we will gain insights and understanding to inform a review and update to our ESG & Sustainability Strategy in 2026 and the setting of a revised framework supported by objectives, targets and ESG metrics.

Performance against our ESG & Sustainability Strategy

Here we provide details of our performance over the period 1 May 2024 to 30 April 2025 against the targets driven by our ESG & Sustainability strategy.



Climate action

Target	2030 reduction target	Actual reduction 2019 - 2025
Scope 1	50%	59%
Scope 2	50%	72%

Highlights:

We have achieved reductions in our Scope 1 and 2 emissions that exceed our 2030 targets. During the year we performed a comprehensive review of our current and historical carbon data sources and made significant progress in respect of accuracy and completeness across all scopes. As a result of this process, we restated our 2019 baseline emissions to reflect data quality improvements and to include the impact of M&A activity since that date. This work formed the foundation of our net zero pathway, and for the first time we have disclosed our full Scope 3 inventory in our reporting. We finalised our Pathway to Net Zero and published our Carbon Reduction Plan which will provide focus for our emissions reduction targets over the coming years.

Improvements needed:

Our Scope 3 emissions increased during the year, partly driven growth in the business footprint and operations. As we operationalise our Pathway to Net Zero, we anticipate over time there will be a reduction in our reported emissions.

Whilst we recognise the value of the work we have done to improve our data sources and accuracy, we also acknowledge the need for continued improvement of our data, and are specifically focused on increasing the proportion of our emissions calculations that use activity data rather than spend-based conversions in line with GHG protocol best practice. We have commenced the process for external validation of our emissions data, in line with recognised standards.



Diversity, Equity & Inclusion

DWF Diversity, Equity & Inclusion targets	Workforce statistics end of 2024/2025
Gender (Global)	
40% Women on Exec Board by 2025	53% on Exec Board
40% of Senior roles held by women by 2025	37% of senior roles held by women
Ethnicity (UK only)	
13% overall ethnic minority representation by 2025	14.9%
10% ethnic minority representation in senior roles by 2025	7.2%
3% Black representation in senior roles by 2025	0.4%

Highlights:

We continue to be ahead of our overall ethnic minority and exec board targets and have improved our gender representation at senior level.

Improvements needed:

Further development and investment need to be made in diverse representation at senior levels with a particular focus on ethnic minority and black representation to be able to reach our 2025 targets. This is supported by our ten DE&I priorities as highlighted elsewhere in this report.

Whilst we recognise the value of the work we have done to improve our data sources and accuracy, we also acknowledge the need for continued improvement of our data, and are specifically focused on increasing the proportion of our emissions calculations that use activity data rather than spend-based conversions in line with GHG protocol best practice. We have commenced the process for external validation of our emissions data, in line with recognised standards.

Performance against our ESG & Sustainability Strategy

Here we provide details of our performance over the period 1 May 2024 to 30 April 2025 against the targets driven by our ESG & Sustainability strategy.



Empowering our colleagues and 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	£1,459,056 Achieved
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)	31,656 hours Achieved

Highlights:

We have achieved and surpassed our target of providing £1.25 million in grant support through the DWF Foundation. Likewise, we have passed our target for volunteering and pro bono hours, achieving 31,656. New targets are in the process of being established.

Improvements needed:

We continue to focus on improving our global colleague engagement score. We continue to work on the advancement of social mobility in our talent pipelines.

With the establishment of a dedicated pro bono practice in Australia, we are building on our existing strategy to align pro bono activity to our wider ESG & Sustainability ambitions and the UN SDGs.



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 maintained market leading score	67 Market leading maintained
100% of new clients are assessed in line with the ESG Client Policy, due diligence and onboarding process	100% Ongoing

Highlights:

Our Sustainable Business and ESG Advisory Practice developed its Due Diligence campaign during the year with the launch of country and sector level reports and insights giving colleagues a focus for engaging clients on important forthcoming ESG regulation and requirements. We strengthened our global energy practice and wider environmental expertise. We improved our ESG internal awareness and developed refreshed resources to support engagement with clients. We improved and strengthened our ESG Client Onboarding Policy and approach to ESG due diligence including a new matter classification tool developed through Legal Charter 1.5.

Improvements needed:

We will evolve our ESG client offering, continue to support sector leadership and developments through Legal Charter 1.5, and support our colleagues to engage with our clients on ESG including through our strategic review and double materiality assessment.

ESG metrics

Introduction and basis of report

The following section outlines the activities and performance of DWF Group for the period 1st May 2024 – 30th April 2025 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 no change in ownership and structure of the business. Governance relating to the business and our ESG & Sustainability Strategy can be found on page 16.

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

In the reporting year, we have commenced the process for external assurance of our carbon emissions data against recognised standards, and we will follow the recommendations we have received and seek assurance for our emissions data over the coming period. We continue to review options for other external assurance for non-financial ESG data and further details will be provided in our future reports and disclosures.

Exemptions

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

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

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

Definitions

Local	is defined as activity local to where DWF have offices regardless of location. Manchester is the Group's head office.
Significant locations and operations	is defined as all offices including serviced offices.
Gender	is defined as male and female. As DE&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 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

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 2024/2025 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.

	FY23/24		FY24/25	
% 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)	Firm wide (excluding all Spanish colleagues)	Firm wide (Including Spanish new starters who joined after May23 and excluding existing Spanish staff prior to May23)	Firm wide (excluding all Spanish colleagues)
% of all colleagues globally (regardless of role or seniority) and any applicable governance bodies who have received training of Anti-Corruption policies and procedures	66%	82.90%	NA Spanish colleagues are currently unable to access the Academy and have not been included in any reporting	4995 colleagues
Number of complaints of serious concern e.g. Legal Ombudsman	19		12	

Climate action (emissions, energy, water and waste)

Supporting statement


Scope 1 and 2: We have already achieved reductions in our Scope 1 and 2 emissions that exceed our 2030 targets but continue to work to further reduce our impact from these sources in line with our net zero pathway. During the year we achieved a further 40% reduction in our Scope 1 emissions, reflecting the ongoing phase out of natural gas use across our portfolio, and have now delivered a 58% reduction in Scope 1 emissions since the baseline year. Our Scope 2 emissions increased during the year by 11%, as a result of new offices premises being introduced to the portfolio that have not yet been integrated into the broader strategy to maximise the efficiency of our office footprint. We anticipate that this trend will return to a reduction in consumption in the following year. Despite this temporary increase, the overall reduction from the baseline remains ahead of the 50% reduction target at 72% since 2019.

Scope 3: Overall, our Scope 3 emissions increased during the year, however this net position reflects a reduction across some categories being outweighed by increases in others. These increases partly resulted from investments in activity that will drive a reduction in our carbon footprint over the long term. Specifically, there was a significant increase in emissions from capital expenditure, and this related to large-scale office refurbishment activity, particularly in Liverpool which is one of our highest occupancy sites. The investments made in that location have not only enhanced the quality of the space for colleagues and clients, but they incorporated sustainable design principles to reduce the long-term environmental impact of the premises.

The most significant portion of our emissions relating to an individual category result from purchased goods and services. Due to the spend-based methodology used in our calculations, these emissions increase in line with growth in our business. During the year we have worked closely with our procurement colleagues to improve processes, policies and procedures with regards to aligning our supply chain with our carbon emissions reduction plan. This work has progressed well; however we anticipate there will be a time lag between implementation and the results being reflected as a reduction in our reported emissions.

Similarly, in locations that are not yet integrated into our global travel management system we rely on spend-based data and consequently see business growth reflected as increased emissions. Where we use more accurate activity data to inform our travel emissions calculations, we have delivered a 6% year-on-year reduction. This reflects positive behaviour change amongst our colleague base in response to our 'Travel with purpose' campaign, which educates and supports colleagues to maximise the efficiency and impact of their travel, and to prioritise low carbon modes of transport. This is a long-term campaign, which continues to drive our ambitious reduction targets whilst ensuring we maintain strong connections with our colleagues and clients globally.

Full details of our Scope 1, 2 and 3 emissions can be found in the table found below. Our Streamlined Energy and Carbon Reporting (SECR) disclosures are published in our Annual Report and Accounts available on [our website](#).

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



Reporting Years FY24 & FY25	Total 23/24	Total 24/25	Variance %	Increase/Decrease
Absolute energy consumption kWh				
Gas and fuel	1,068,738	715,330	-33.1%	decrease
Electricity	4,893,111	4,703,708	-3.9%	decrease
Total	5,961,849	5,419,038	-9.1%	decrease
Non-renewable energy consumption kWh				
Gas and fuel	593,463	495,437	-16.5%	decrease
Electricity	784,412	836,992	6.7%	increase
Total	1,377,875	1,332,429	-3.3%	decrease
Carbon emissions - market based				
Scope 1 emissions (TCO2e)	155.2	92.9	-40.1%	decrease
Scope 2 emissions (TCO2e)	363.9	405.0	11.3%	increase
Total scope 1&2 emissions (TCO2e)	519.1	497.9	-4.1%	decrease
Scope 3				
Category 1 Purchased Goods and Services	26,724.5	29,012.9	8.6%	increase
Category 2 Capital Goods	356.7	2,188.5	513.6%	increase
Category 3 Fuel and energy related activities	169.3	161.9	-4.4%	decrease
Category 5 Waste generated in operations	15.0	14.8	-1.4%	decrease
Category 6 Business travel - TMS entities	945.0	889.1	-5.9%	decrease
Category 6 Business travel - non-TMS entities	655.9	710.0	8.3%	increase
Category 7 Employee commuting	1,724.8	1,862.3	8.0%	increase
Total Scope 3 emissions (TCO2e)	30,591.2	34,839.6	13.9%	increase
Total Scope 1,2 & 3 emissions (TCO2e)	31,110.3	35,337.5	13.6%	increase

Colleagues

		FY23/24		FY24/25	
Workforce Overview	Total number of employees	4643		5030	
		Male	Female	Male	Female
	Total by Gender	1828	2757	1867	2924
		UK	International	UK	International
	Total by Region	3029	1614	3145	1885
Contract Type	Permanent	4602		4912	
		Male	Female	Male	Female
	Total by Gender	1809	2743	1840	2887
		UK	International	UK	International
	Total by Region	3009	1593	3111	1801
	Temporary	41		118	
		Male	Female	Male	Female
	Total by Gender	19	14	27	37
	UK	International	UK	International	
	Total by Region	20	21	34	84
Working Hours	Full-Time Colleagues	4118		4476	
		Male	Female	Male	Female
	Total by Gender	1747	2325	1783	2472
		UK	International	UK	International
	Total by Region	2630	1488	2724	1752
	Part-Time Colleagues	506		539	
		Male	Female	Male	Female
	Total by Gender	71	423	79	446
		UK	International	UK	International
	Total by Region	392	114	418	121
	Zero Hour Colleagues	19		15	
		Male	Female	Male	Female
Total by Gender	10	9	5	6	
	UK	International	UK	International	
	Total by Region	7	12	3	12
Divisions		Without Consultants	With Consultants	Without Consultants	With Consultants
	Central Services (Non Fee Earners/Fee Earners)	1182	1193	1277	1324
	Commerical Services (Fee Earner)	1348	1365	1319	1354
	Insurances Services (Fee Earner)	1754	1765	2050	2071
	Legal Operations (Fee Earner)	318	320	266	281
	Total	4602	4643	4912	5030
Other	Non-Colleagues (Contractors, Consultants, etc)	41		42	
Temporary Total by Gender		Male	Female	Male	Female
	Total	14	19	10	22
Temporary Total by Region		UK	International	UK	International
	Total	20	21	26	50

Workforce Overview

Male	1,867	Female	2,924
UK	3,145	International	1,885

Contract type

Permanent Male	1,783
Permanent Female	2,472
Temporary Male	10
Temporary Female	22
Permanent UK	3,111
Permanent International	1,801
Temporary UK	26
Temporary International	50



Reporting Standards: GRI (2 2.7/8, 201- 3/4, 401-1-3, 402-1), SASB (SV-PS-330a.2/3), World Economic Forum - Absolute number and rate of employment, SDG 5, 8 and 10



Colleagues

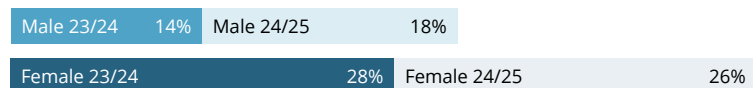
Supporting statement

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 colleague turnover was voluntary vs 5% that was not voluntary.

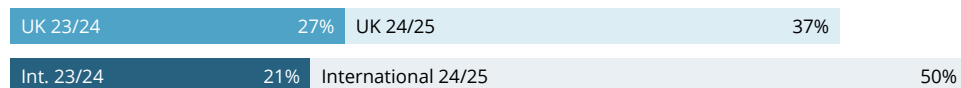
Please note colleague data for Parental Leave figures for 2024/2025 relates to all colleagues globally, excluding consultants (prior year we only had data to report on UK-only figures). All colleagues are eligible to receive benefits to our family friendly policies that are relevant to their jurisdiction, 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.

		FY23/24		FY24/25	
Attrition		Male	Female	Male	Female
	Total by Gender	483	683	401	655
		UK	International	UK	International
Total by Region	686	514	565	567	
Joiners		Male	Female	Male	Female
	Total by Gender	549	874	475	824
		UK	International	UK	International
Total by Region	870	621	774	850	
Difference in volume between new joiners compared with leavers by Gender		Male	Female	Male	Female
		14%	28%	18%	26%
Difference in volume between new joiners compared with leavers by Region		UK	International	UK	International
		27%	21%	37%	50%
Parental Leave	Total number of colleagues that were entitled to parental leave by Gender	Male	Female	Male	Female
		1171	1813	1791	2767
	Total number of colleagues that took parental leave by Gender	Male	Female	Male	Female
		10	81	49	191
	Total number of colleagues that returned to work after Gender	Male	Female	Male	Female
		9	29	47	95
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	
	9	25	42	84	
Parental Leave retention percentage by Gender		Male	Female	Male	Female
		100%	86%	89%	88%

Difference in volume between new joiners compared with leavers by Gender



Difference in volume between new joiners compared with leavers by Region



0% 25% 50% 75%

Difference in volume between new joiners compared with leavers by Gender



0% 50% 100%

Data protection & cyber security

Supporting statement

At DWF we are committed to safeguarding the privacy of all individuals who interact with us and we respect the privacy choices they make. Further details of our privacy notice can be found [here](#).

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 an 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 2024/2025 the number of colleagues globally who received Information Security training relevant to their jurisdiction was 3,716.

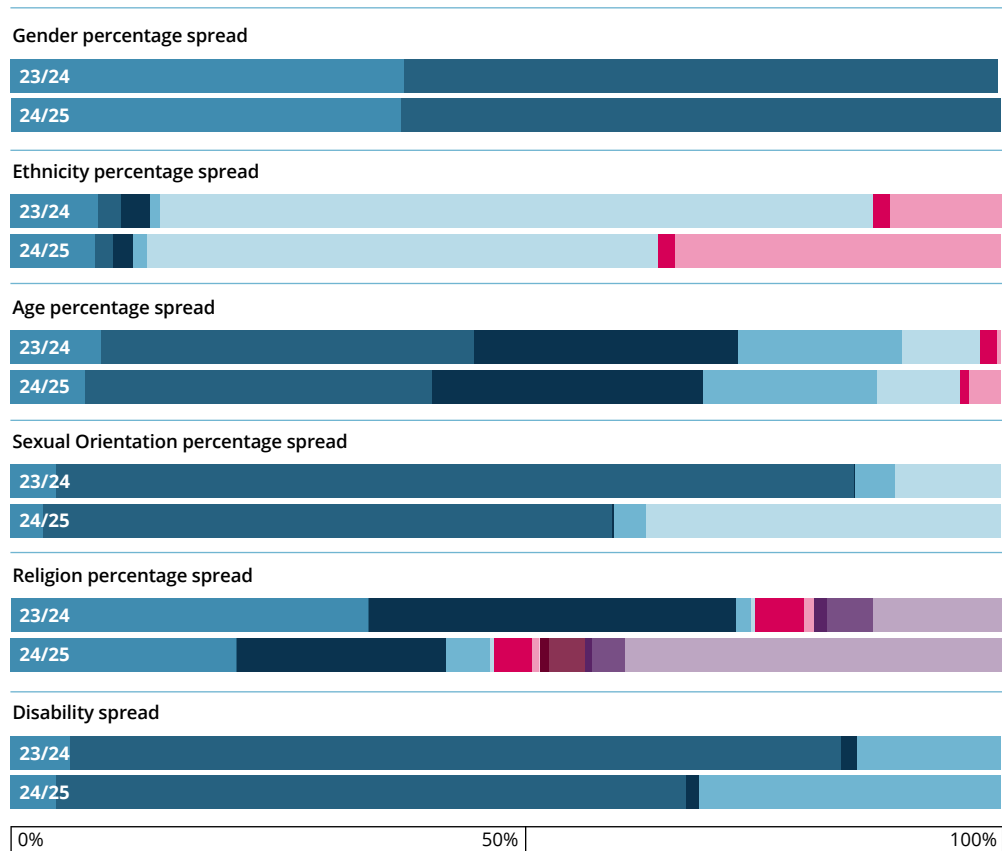


		FY23/24	FY24/25
Total number of substantiated complaints received concerning breaches of customer privacy, categorized by:	Complaints received from outside parties and substantiated by the organization;	0	0
	Complaints from regulatory bodies	0	0
Total number of identified leaks, thefts, or losses of customer data		-	179
Number of customers affected		-	456

Diversity, Equity & Inclusion

Supporting statement

Through the continued roll out during the year of our new global HR system, this now reflects global data from all of our locations. We also report a global gender pay gap by country.



	Key	FY23/24	FY24/25
Gender	Male	39.5%	38.1%
	Female	59.5%	58.8%
Ethnicity	Asian / Asian British	8.8%	8.5%
	Black/Black British	2.3%	1.8%
	Mixed/multiple ethnic groups	3.0%	2.1%
	Other ethnic group	1.0%	1.4%
	White	71.9%	51.5%
	Prefer not to say	1.7%	1.7%
	Not Completed	11.2%	32.9%
Age	16 - 24	9.1%	7.5%
	25 - 34	37.7%	35.0%
	35 -44	26.7%	27.4%
	45 - 54	16.6%	17.5%
	55 -64	7.8%	8.4%
	65 +	1.8%	1.0%
	Not Completed	0.4%	3.2%
Sexual Orientation	Lesbian, Gay, Bisexual	4.6%	3.3%
	Heterosexual/ Straight	80.5%	57.4%
	Other / Prefer to self-describe	0.2%	0.2%
	Prefer not to say	4.0%	3.2%
	Not Completed	10.7%	35.9%
Religion	No religion or belief/Atheist	36.1%	22.8%
	Buddhist	0.1%	0.1%
	Christian	37.0%	21.1%
	Hindu	1.5%	4.4%
	Jewish	0.4%	0.4%
	Muslim	4.9%	3.9%
	Sikh	1.1%	0.7%
	Jainism	-	0.1%
	Protestant	-	0.9%
	Roman Catholic	-	3.6%
	Any other religion or belief	1.3%	0.8%
	Prefer not to say / Not Specified	4.8%	3.3%
	Not Completed	12.9%	38.0%
Disability	Yes	6.0%	4.6%
	No	77.8%	63.6%
	Prefer not to say	1.7%	1.4%
	Not Completed	14.5%	30.5%

Health, safety & wellbeing

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 not only responsible for the strategic direction of health and safety management but ensuring safety awareness, positive attitudes and continuous improvement

in safety performance receives 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.

		FY23/24	FY24/25
"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"	7	10
	The main types of work-related injury	Cuts to Hand/ Finger	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

Procurement

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.

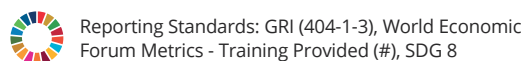
	FY23/24	FY24/25
Suppliers screened for environmental/ societal criteria/impacts using our ethical sourcing questionnaire	0	0
New suppliers screened for environmental/ societal criteria/impacts using our ethical sourcing questionnaire	296	232
Number of suppliers identified as having actual or potential 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



Training

Supporting statement

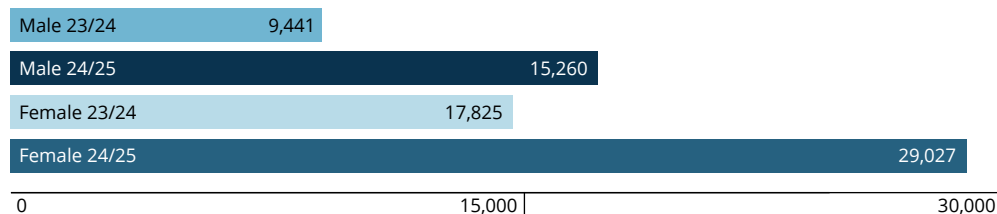
Through our DWF Academy, we offer colleagues three programmes of training: Foundations, Essentials and Leadership. Each programme is designed with a target audience in mind to equip colleagues with the skills they need to excel in their current role and prepare them for progression. Improvements over the year including more mandatory training modules and developing the Academy to be a more accessible platform is reflected in the increased completion numbers.

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

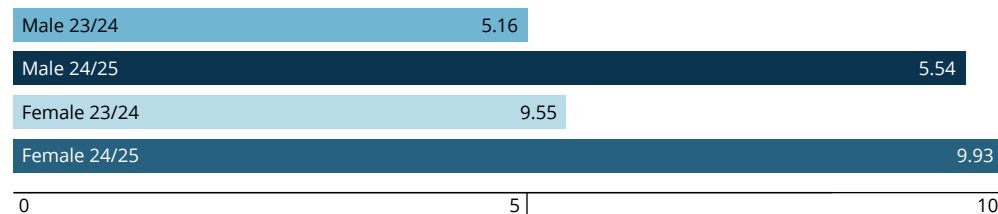


	FY23/24		FY24/25	
	Male	Female	Male	Female
Total by gender	9441	15260	17825	29027
Average hours of training by Gender	5.16	5.54	9.55	9.93
	FY23/24		FY24/25	
	Fee Earner	Non Fee Earner	Fee Earner	Non Fee Earner
Total by Fee Earner / Non Fee Earner	20,161	4,735	37,726	9,428
Average by Fee Earner / Non Fee Earner	6.2	3	11	5.9
Number of all colleagues who have received environmental training	547		4164	
Number of all colleagues who have received human rights training (Including Modern Slavery)	784		Human Rights	3828
			Modern Slavery	3829

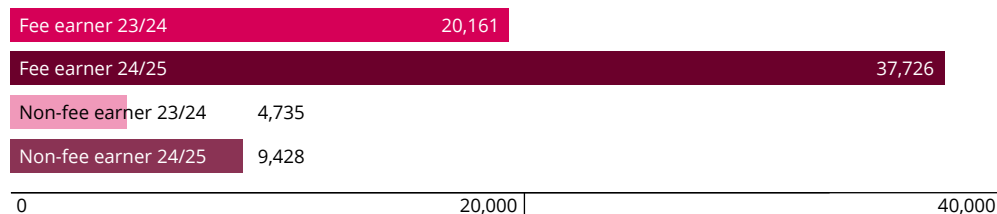
Hours of training per colleague - Total by gender



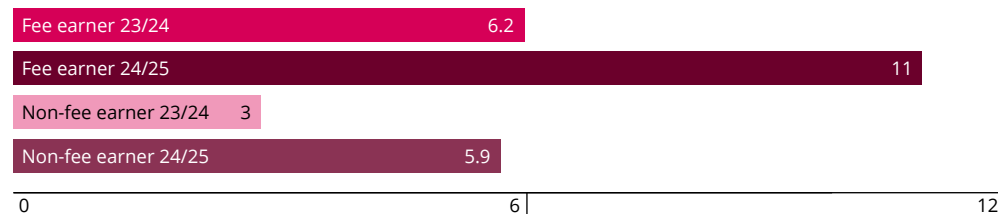
Average hours of training per colleague by gender



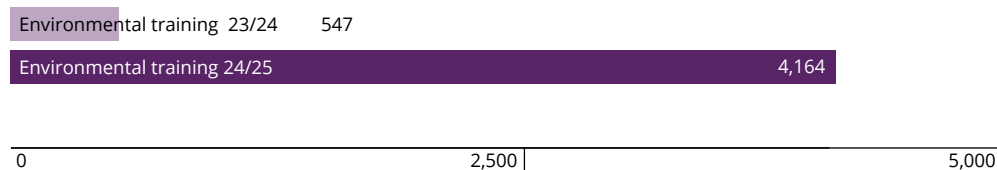
Hours of training per colleague - Total by Fee Earner / Non Fee Earner



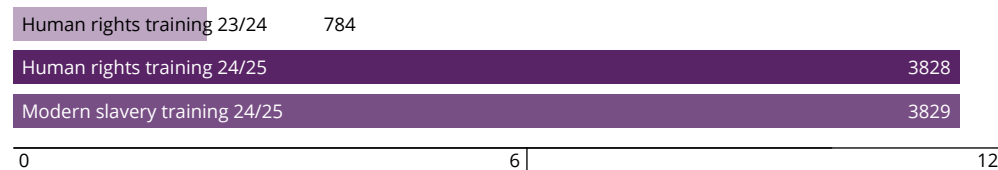
Average hours of training per colleague by Fee Earner / Non Fee Earner



Number of all colleagues who have received environmental training



Number of all colleagues who have received human rights training (Including Modern Slavery)



Forward looking statement

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

If you have any questions about this report or the reported information within it, please contact: **Catherine Gee, Head of ESG Operations.**

List of key policies, codes of practice and ISO certifications

Opposite 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
- Anti-Money Laundering 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
- Global Fertility Policy
- Carers Leave Policy

Communities

- Volunteering 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, Equity & Inclusion

- Board Diversity Policy
- Diversity & Inclusion Policy
- Trans Inclusion Policy
- Menopause Policy
- Workplace Adjustments Policy
- Sickness & Absence Policy
- Dress Code Guidance (including Halo Code)

ESG general, ethics & risk

- ESG & Sustainability Policy
- ESG Client Onboarding Policy
- Commercial Conflicts Policy
- Human Rights Policy
- Modern Slavery Policy
- Business Code of Conduct

Health, safety & wellbeing

- Health & Safety Policy

Procurement

- Procurement Policy
- Supplier Code of Conduct



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).



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

Catherine Gee, Head of ESG Operations.

DWF Group

20 Fenchurch Street,
London EC3M 3AG

T +44 (0)333 320 2220

dwfgroup.com

